

The Role of Empathy in Leadership on Employee Satisfaction and Organizational Performance: A Qualitative Analysis

Vivek Mehra¹, Dr Sanjay Srivastava²

¹PhD Scholar, Manav Rachna International Institute of Research and Studies

²Professor, Manav Rachna International Institute of Research and Studies

Abstract- *In an increasingly competitive and dynamic business landscape, organizations are recognizing the importance of human-centred leadership and culture. Empathy, a key component of emotional intelligence, has been identified as a vital attribute for leaders and employees alike. This paper aims to delve into the qualitative aspects of how empathy influences employee satisfaction and organizational success. Empathy, the ability to understand and share the feelings of others, has emerged as a critical factor in fostering employee satisfaction and driving organizational success. This qualitative research paper explores how empathetic leadership and a culture of empathy within organizations contribute to employee job satisfaction, and organizational performance. Through a review of existing literature and interviews with leaders from various industries, this study highlights the transformative impact of empathy on the workplace environment.*

Keywords- *Empathy, employee satisfaction, organizational performance, role, India*

1. Introduction

The current state of empathy in leadership within organizations is undergoing a significant transformation as the value of empathetic leadership is increasingly recognized (Kaiser, 2024). Empathy in leadership involves the ability to understand and share the feelings of others, which is crucial for creating a supportive and inclusive workplace (Howick et al. 2024). Leaders who demonstrate empathy can better connect with their employees, understand their perspectives, and respond to their needs effectively (Meng et al. 2024). Despite its importance, leaders face several challenges in practicing empathy. Balancing the need for empathy with the demands of decision-making and maintaining authority can be difficult (Nagler, 2024). Leaders must also navigate personal biases and preconceptions while managing diverse teams with varying emotional and psychological needs. Additionally, organizational cultures that prioritize results over relationships can hinder the development of empathetic leadership. To

cultivate empathy, leaders can adopt several strategies (Bontrager et al. 2024).

Engaging in active listening, providing platforms for open and honest communication, and investing in emotional intelligence training are essential steps (Linville and Onosu, 2023). Leaders can also model empathetic behavior and create a culture that values empathy and compassion. In the Indian context, empathy in leadership has a profound impact on employee satisfaction and organizational success (Nakamura and Milner, 2023). Empathetic leaders foster a work environment where employees feel valued and understood, leading to higher levels of motivation, engagement, and loyalty. This, in turn, enhances productivity and innovation, contributing to the overall success of the organization (Gilin et al. 2023). Empathy also helps in building stronger relationships within teams, reducing conflicts, and promoting a collaborative culture. As organizations in India increasingly recognize the importance of empathy in leadership, they are better positioned to

achieve sustainable growth and create a positive work environment that attracts and retains top talent (Carrasco and Díaz, 2023).

Empathy in leadership is an emerging area of focus in organizational behavior and management studies. As the global business landscape evolves, the ability of leaders to connect with their employees on a personal level is becoming increasingly critical (Yue et al. 2023). Empathy, defined as the capacity to understand and share the feelings of others, plays a pivotal role in effective leadership. It enables leaders to build trust, foster open communication, and create a supportive work environment (Chikwe et al. 2024). This is particularly relevant in today's diverse and dynamic organizational settings, where understanding the unique perspectives and needs of each employee is essential for driving engagement and performance (Myint and Fernando, 2023).

Despite its recognized importance, many leaders struggle to integrate empathy into their leadership styles. The challenges are multifaceted, ranging from balancing empathy with the demands of decision-making and authority to overcoming personal biases and navigating the complexities of diverse team dynamics (Yorke, 2023). Furthermore, organizational cultures that prioritize results over relationships can stifle the development of empathetic leadership. However, the benefits of cultivating empathy in leadership are substantial. Empathetic leaders can enhance employee satisfaction, reduce turnover, and improve overall organizational effectiveness (McGowan and Shipley, 2023).

In the Indian context, where traditional hierarchical structures and collectivist values influence workplace dynamics, empathy in leadership has a unique and profound impact (Arghode et al. 2022). Leaders who exhibit empathy can significantly improve employee morale and job satisfaction, leading to increased loyalty and productivity. This, in turn, drives organizational success and fosters a positive work environment (Jian, 2022). As Indian organizations continue to navigate the challenges of globalization and technological advancement, the integration of

empathy into leadership practices can provide a competitive advantage (Elche et al. 2020).

In an increasingly competitive and dynamic business landscape, organizations are recognizing the importance of human-centered leadership and culture. Empathy, a key component of emotional intelligence, has been identified as a vital attribute for leaders and employees alike. This paper aims to delve into the qualitative aspects of how empathy influences employee satisfaction and organizational success.

2. Literature Review

2.1 Empathy in leadership and employee satisfaction

Empathy in leadership significantly enhances employee satisfaction by fostering a supportive and understanding work environment (Rosenbach et al. 2018). Leaders who exhibit empathy are adept at recognizing and addressing the needs and concerns of their employees, which creates a sense of being valued and respected (Silva, 2016). This understanding extends beyond professional issues to encompass personal challenges, thereby strengthening the emotional connection between leaders and their teams (Goleman, 2017). Such connections are foundational for building trust and a sense of belonging, both of which are crucial for employee satisfaction (Pardey, 2016). Empathetic leaders excel in communication, actively listening and encouraging open dialogue, which ensures that employees feel heard and appreciated (Bass, 2019). This improved communication also aids in effective conflict resolution, as empathetic leaders consider the emotions and perspectives of all parties involved, leading to more harmonious workplace interactions (Ulrich and Smallwood, 2012). Furthermore, empathy in leadership directly impacts motivation and engagement. When employees perceive that their leaders genuinely care about their well-being, they are more likely to feel motivated and engaged, resulting in higher morale and job satisfaction (Yusuf et al. 2022). Empathetic leaders also prioritize work-life balance, acknowledging and supporting their employees' need to manage personal and professional responsibilities.

This support reduces stress and contributes to overall job satisfaction. Additionally, the trust and loyalty that empathetic leadership cultivates are pivotal in enhancing employee retention and fostering a positive organizational culture (Fatimah and Syahrani, 2022). Research consistently shows that empathetic leadership correlates with higher job satisfaction, lower turnover rates, and better organizational performance (Soeardi et al. 2023). By creating a work environment where employees feel understood, valued, and motivated, empathetic leaders drive both individual and collective success, underscoring the profound impact of empathy on employee satisfaction (Suprayitno, 2024).

2.2 Empathy in leadership and organizational performance

Empathy in leadership is intrinsically linked to improved organizational performance. Empathetic leaders, by understanding and valuing the perspectives and needs of their employees, create a supportive and positive work environment that drives higher levels of engagement and productivity (Kilag et al. 2023). When leaders demonstrate empathy, employees are more likely to feel valued and respected, which enhances their motivation and commitment to their work (Deng et al. 2023). This heightened engagement often translates into increased efficiency and innovation, as employees are more willing to contribute their best ideas and efforts when they feel understood and appreciated (Fischer et al. 2023).

Empathy in leadership also promotes better communication within the organization. Empathetic leaders actively listen and encourage open dialogue, which fosters a culture of transparency and trust (McCauley and Palus, 2021). This improved communication can lead to more effective problem-solving and decision-making processes, as employees feel comfortable sharing their insights and feedback (Stone and Patterson, 2023). Moreover, empathetic leaders are adept at managing and resolving conflicts, considering the emotions and viewpoints of all parties involved. Effective conflict resolution minimizes disruptions and maintains a harmonious work

environment, allowing teams to focus on their tasks and goals (Northouse, 2021).

Another significant aspect of empathetic leadership is its impact on employee retention and loyalty. When employees feel that their leaders genuinely care about their well-being and professional development, they are more likely to stay with the organization (Cummings, 2021). This loyalty reduces turnover rates and the associated costs of recruiting and training new employees. Furthermore, a stable workforce with high morale can maintain consistent performance levels, contributing to the overall success of the organization (Gardner, 2020).

3. Methodology

3.1 Sample and sampling technique

This study will use a qualitative approach, using in-depth interview techniques. The study will collect data through surveys, interviews, and focus group discussions. The survey will be administered to a sample of Indian employees to gather data on the state of empathy in their organizations. Interviews and focus group discussions will be conducted with Indian leaders to identify the challenges they face in practicing empathy in their leadership roles and to recommend strategies for cultivating empathy in their organizations. The data collected will be analyzed using content analysis and thematic analysis.

The data will be collected through in depth interviews with the CXO suite of personnel who will answer a series of questions designed to understand their thoughts on the role of empathy. The second would be to examine how management in general reacted to the COVID pandemic since empathetic decision making was severely tested during this period. A sample of 23 CXO suite leaders from Indian organization through purposive sampling will be used for the qualitative research.

Purposive sampling is a non-probability sampling technique where the researcher deliberately selects participants based on their specific characteristics or expertise that are relevant to the research objectives. In

qualitative research, purposive sampling is commonly used to ensure that the sample provides rich and in-depth information to address the research questions.

By selecting a sample of 23 CXO suite leaders from Indian organizations, the researchers are able to gather insights and perspectives from individuals who hold senior leadership positions and have deep experience in organizational management.

CXO suite leaders are likely to have extensive knowledge and first-hand experience in navigating the challenges of leadership, particularly around the role of empathy in driving business outcomes and overcoming obstacles.

Purposive sampling allows the researchers to conduct detailed interviews and gather nuanced, qualitative information from this specialized sample, which may not be easily accessible through other sampling techniques.

By selecting CXO leaders from Indian organizations, the researchers can explore the specific cultural and contextual factors that may influence the practice of empathetic leadership in the Indian business environment.

The use of purposive sampling in this research is well-justified, as it enables the researchers to obtain rich, contextual insights from a targeted group of participants who possess the relevant expertise and experience to address the study's key objectives. This sampling approach is commonly used in qualitative research to gain a deeper understanding of complex phenomena, such as the role of empathy in leadership and its impact on organizational outcomes.

3.2 Data collection technique

Interview questions will be designed to elicit specific behaviors, attitudes, and influence processes from leaders as well as common themes and tactics they employ to bring about change inside their businesses. Semi-structured questionnaires for interviews offer several advantages. They provide a clear framework for the interview, ensuring that all relevant topics are covered (Murphy, 2018). This is particularly useful in

research, where semi-structured interviews can help identify important issues and provide external validity (Daly, 1995). In organizational research, semi-structured interviews can be automated, allowing for a larger and more diverse participant pool (Sahijwani, 2023). Overall, semi-structured questionnaires is an important tool in interview data, making them a valuable tool in various fields.

3.3 Data Collection Procedure

CEOs and CXOs of Indian companies will be chosen to take part in in-depth qualitative interviews that will follow a structured interview framework. These interviews should last 45 to 50 minutes. To guarantee accuracy and precision in data gathering, these interviews will be recorded. The recordings will then be transcribed to enable in-depth analysis and interpretation.

3.4 Data Analysis

Content analysis (Flick, 2006) will be used to analyze the qualitative data. By applying content analysis, we hope to identify recurrent themes or ideas in the words or concepts found in the qualitative data, which will enable us to generate codes. Researchers will be able to identify themes and analyze the underlying meanings of the detected codes through the use of thematic analysis. To categorize and summarize the meanings and relationships between terms, themes, or ideas in the qualitative data, theme maps related to various leadership philosophies will be created.

Content analysis is a valuable tool in qualitative research, particularly in systematic reviews (Finfgeld-Connett, 2014). It is effective in organizing communication and making themes emerge, making it suitable for the clinical-qualitative method (Campos, 2009). The method's credibility is enhanced through careful planning and execution, with the researcher's experience and potential biases taken into account (Bengtsson, 2016). In services research, content analysis is widely used due to its flexibility and ability to capture and organize diverse data (Sisodia, 2020).

4. Results

Content analysis is a systematic method for analyzing qualitative data. This analysis involves categorizing verbal or behavioral data to classify, summarize, and tabulate the data. The content analysis below synthesizes responses from 23 leaders, identifying key themes and patterns regarding the role of empathy in leadership and its impact on employee satisfaction and organizational success.

Each interview was transcribed, and the content was analyzed using a coding process to identify recurring themes and patterns. The key themes identified were:

- Empathy as a Core Leadership Competency
- Impact on Employee Well-being and Satisfaction
- Fostering a Supportive Organizational Culture
- Balancing Empathy and Accountability
- Importance of Training and Development
- Empathy and Organizational Success
- Future Trends in Empathetic Leadership

Key Themes and Patterns

1. Empathy as a Core Leadership Competency

Frequency: 23 mentions

Key Points:

- All leaders highlighted empathy as an essential leadership skill.
- Empathy is seen as crucial for building trust and effective communication.
- Empathy enhances leaders' ability to understand and address employee needs.

Sample Quotes:

"Empathy is critical because it builds trust and helps in understanding what motivates employees, which is essential for effective leadership."

"Yes, empathy is key to creating a positive and productive work culture."

Pattern: Empathy is unanimously regarded as a foundational element of effective leadership, with all leaders recognizing its importance.

2. Impact on Employee Well-being and Satisfaction

Frequency: 22 mentions

Key Points:

- Empathy leads to higher employee satisfaction and reduced stress.
- Employees feel valued and understood, which boosts their engagement and motivation.
- Empathy is linked to improved employee morale and job satisfaction.

Sample Quotes:

"Empathy leads to higher employee satisfaction because employees feel valued and understood, which boosts their engagement and motivation."

"Employees who feel their leaders care about them are less likely to experience burnout and are more satisfied with their jobs."

Pattern: There is a strong consensus that empathetic leadership positively impacts employee well-being and satisfaction.

3. Fostering a Supportive Organizational Culture

Frequency: 20 mentions

Key Points:

- Empathy fosters a culture of trust, respect, and collaboration.
- A supportive culture improves overall job satisfaction and performance.
- Inclusivity and a sense of belonging are promoted through empathy.

Sample Quotes:

"Empathy fosters a culture of trust and respect, where employees feel safe to express themselves and collaborate more effectively."

"An empathetic culture encourages inclusivity and ensures that everyone feels heard and valued."

Pattern: Empathy is seen as a key driver in creating and maintaining a positive organizational culture.

4. Balancing Empathy and Accountability

Frequency: 18 mentions

Key Points:

Leaders face challenges in balancing empathy with maintaining high performance standards.

Clear communication and setting boundaries are essential strategies.

Empathy must be paired with accountability to ensure performance.

Sample Quotes:

"Balancing empathy with maintaining high performance standards can be challenging. It's important to find the right balance."

"Empathy doesn't mean lowering standards; it means understanding and supporting employees to meet those standards."

Pattern: Balancing empathy and accountability is a common challenge, with leaders emphasizing the need for clear communication and setting boundaries.

5. Importance of Training and Development

Frequency: 17 mentions

Key Points:

- Training programs on emotional intelligence and empathetic leadership are crucial.
- Workshops, coaching, and peer support groups are effective methods.
- Continuous learning and development are necessary for cultivating empathy.

Sample Quotes:

"We have regular workshops and training sessions on emotional intelligence and empathetic leadership."

"Our organization offers coaching and mentoring programs specifically aimed at developing empathy and other soft skills."

Pattern: There is a strong emphasis on the importance of training and development programs to enhance empathetic skills among leaders and employees.

6. Empathy and Organizational Success

Frequency: 15 mentions

Key Points:

- Empathy is linked to better business outcomes such as increased productivity, customer satisfaction, and innovation.
- Empathy helps in reducing turnover rates and associated costs.
- Empathetic leadership is seen as a competitive advantage.

Sample Quotes:

"Our customer satisfaction scores improved after we implemented empathy training for our customer service team."

"Empathetic leadership has helped us reduce turnover rates, saving costs on recruitment and training while maintaining high productivity."

Pattern: Empathy is seen as directly contributing to organizational success through improved business outcomes and reduced turnover.

7. Future Trends in Empathetic Leadership

Frequency: 12 mentions

Key Points:

- Empathy will become increasingly important in remote and hybrid work environments.
- Maintaining connection and engagement with employees will require higher levels of empathy.
- Empathy is expected to be a key differentiator for successful leaders in the future.

Sample Quotes:

"With the rise of remote work, empathy will become even more critical in maintaining connection and engagement with employees."

"I believe empathy will be a key differentiator for successful leaders, as it fosters a supportive and innovative work environment."

Pattern: Empathy is anticipated to grow in importance, particularly in the context of evolving work environments such as remote and hybrid models.

5. Discussion

The content analysis of interviews with 23 leaders from diverse industries highlighted the significant role of empathy in leadership and its profound impact on employee satisfaction and organizational success. Empathy emerged as a core leadership competency, with all leaders emphasizing its importance in building trust and fostering effective communication. Leaders consistently linked empathy to higher employee well-being and satisfaction, noting that employees who feel understood and valued are more engaged, motivated, and less likely to experience burnout. Furthermore, empathy was seen as a crucial element in creating a

supportive organizational culture. Leaders reported that empathetic practices promote inclusivity, respect, and collaboration, resulting in improved team dynamics and overall job satisfaction.

However, balancing empathy with maintaining high performance standards was identified as a common challenge. Leaders highlighted the necessity of clear communication and setting boundaries to ensure accountability while practicing empathy. Effective strategies included regular one-on-one meetings, open-door policies, and active listening. Training and development programs focusing on emotional intelligence and empathetic leadership were deemed essential. Many organizations provided workshops, coaching, and peer support groups to enhance empathetic skills among leaders and employees. These programs were credited with fostering a culture of empathy and improving leadership effectiveness.

The analysis also revealed a direct link between empathy and organizational success. Leaders observed that empathetic leadership led to better business outcomes, such as increased productivity, higher customer satisfaction, and reduced turnover rates. Empathy was seen as a competitive advantage, driving innovation and enhancing organizational performance. Looking ahead, leaders anticipated that empathy would become increasingly important in remote and hybrid work environments. Maintaining connection and engagement with employees in these settings will require higher levels of empathy, making it a key differentiator for successful leaders.

6. Conclusion

The interviews with 23 leaders across various industries unequivocally underscored the critical role of empathy in leadership. Empathy emerged as a fundamental leadership skill that fosters trust, enhances communication, and significantly improves employee well-being and satisfaction. Leaders consistently reported that empathetic practices lead to higher engagement, motivation, and reduced burnout among employees, contributing to a more positive and productive work environment. Moreover, empathy

was found to be integral in creating inclusive and collaborative organizational cultures, which further bolster employee morale and teamwork.

Despite the evident benefits, leaders also highlighted the challenges of balancing empathy with maintaining high performance standards. The necessity of clear communication and setting boundaries was emphasized as essential for ensuring accountability while practicing empathy. Effective strategies such as regular one-on-one meetings and open-door policies were commonly used to address these challenges. The importance of training and development programs focused on enhancing empathetic leadership skills was also strongly supported, with many organizations investing in workshops, coaching, and peer support groups to foster a culture of empathy.

Furthermore, the analysis revealed a direct correlation between empathy and organizational success. Empathetic leadership was associated with improved business outcomes, including increased productivity, higher customer satisfaction, and reduced turnover rates. Empathy was seen as a competitive advantage, driving innovation and enhancing overall organizational performance. Looking to the future, empathy is expected to become even more crucial in remote and hybrid work environments, where maintaining connection and engagement with employees will be paramount.

Overall, empathy is a vital component of effective leadership, with significant positive impacts on employee satisfaction and organizational success. While challenges in balancing empathy with accountability exist, the benefits of empathetic leadership are clear. As the workplace continues to evolve, empathy will remain a key differentiator for successful leaders, fostering supportive and innovative work environments that drive better organizational outcomes.

References

1. Kaiser, R. B. (2024). Has empathy really become more important to leadership since the COVID-19 pandemic?. Consulting Psychology Journal.

2. Howick, J., de Zulueta, P., & Gray, M. (2024). Beyond empathy training for practitioners: Cultivating empathic healthcare systems and leadership. *Journal of Evaluation in Clinical Practice*, 30(4), 548-558.
3. Meng, J., Pan, P. L., Cacciatore, M. A., & Sanchez, K. R. (2024). The integrated role of adaptive leadership, sense of empathy and communication transparency: trust building in corporate communication during the pandemic. *Corporate Communications: An International Journal*.
4. Nagler, M. P. (2024). Leading With Empathy. *Transformational Leadership for Rapid School Improvement*, 13.
5. Bontrager, M., Marinar, J., & Brown, S. (2023). Views on empathy and leadership in business schools: An empirical study of undergraduate students. *Industry and Higher Education*, 37(3), 397-408.
6. Linvill, J. S., & Onosu, G. O. (2023). Stories of leadership: Leading with empathy through the COVID-19 pandemic. *Sustainability*, 15(9), 7708.
7. Nakamura, Y. T., & Milner, J. (2023). Inclusive leadership via empathic communication. *Organizational dynamics*, 52(1), 100957.
8. Gilin, D. A., Anderson, G. G., Etezad, S., Lee-Baggley, D., Cooper, A. M., & Preston, R. J. (2023). Impact of a wellness leadership intervention on the empathy, burnout, and resting heart rate of medical faculty. *Mayo Clinic Proceedings: Innovations, Quality & Outcomes*, 7(6), 545-555.
9. Carrasco, A., & Díaz, M. E. (2023). The construction of a leadership identity based on empathy, care, and participation: María eliana's history. *Educational Management Administration & Leadership*, 51(6), 1322-1339.
10. Yue, C. A., Thelen, P. D., & Walden, J. (2023). How empathetic leadership communication mitigates employees' turnover intention during COVID-19-related organizational change. *Management Decision*, 61(5), 1413-1433.
11. Chikwe, C. F., Eneh, N. E., & Akpuokwe, C. U. (2024). Navigating the double bind: Strategies for women leaders in overcoming stereotypes and leadership biases. *GSC Advanced Research and Reviews*, 18(3), 159-172.
12. Myint, C. Y. S., & Fernando, M. S. C. (2023). Strategy for creating empathetic organization culture through servant leadership: a case of prudential Myanmar. *Abac odi Journal Vision. Action. Outcome*, 10(2), 453-470.
13. Yorke, C. (2023). Is empathy a strategic imperative? A review essay. *Journal of Strategic Studies*, 46(5), 1082-1102.
14. McGowan, H. E., & Shipley, C. (2023). The empathy advantage: Leading the empowered workforce. John Wiley & Sons.
15. Arghode, V., Lathan, A., Alagaraja, M., Rajaram, K., & McLean, G. N. (2022). Empathic organizational culture and leadership: conceptualizing the framework. *European Journal of Training and Development*, 46(1/2), 239-236.
16. Jian, G. (2022). From empathic leader to empathic leadership practice: An extension to relational leadership theory. *Human Relations*, 75(5), 931-955.
17. Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior: The mediating effect of empathy and service climate. *International Journal of Contemporary Hospitality Management*, 32(6), 2035-2053.
18. Gardner, W. L., Lowe, K. B., Meuser, J. D., Noghani, F., Gullifor, D. P., & Coglisier, C. C. (2020). The leadership trilogy: A review of the third decade of the leadership quarterly. *The Leadership Quarterly*, 31(1), 101379.
19. Cummings, G. G., Lee, S., Tate, K., Penconek, T., Micaroni, S. P., Paananen, T., & Chatterjee, G. E. (2021). The essentials of nursing leadership: A systematic review of factors and educational interventions influencing nursing leadership. *International journal of nursing studies*, 115, 103842.

20. Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications.
21. Stone, A. G., & Patterson, K. (2023). The history of leadership focus. *Springer Books*, 689-715.
22. McCauley, C. D., & Palus, C. J. (2021). Developing the theory and practice of leadership development: A relational view. *The Leadership Quarterly*, 32(5), 101456.
23. Fischer, T., & Sitkin, S. B. (2023). Leadership styles: A comprehensive assessment and way forward. *Academy of Management Annals*, 17(1), 331-372.
24. Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. *Human Resource Development International*, 26(5), 627-641.
25. Kilag, O. K. T., Uy, F. T., Abendan, C. F. K., & Malbas, M. H. (2023). Teaching leadership: an examination of best practices for leadership educators. *Science and Education*, 4(7), 430-445.
26. Suprayitno, D. (2024). The Influence of Leadership on Employee Performance. *Journal of Law, Social Science and Humanities*, 1(2), 87-91.
27. Soeardi, E. K., Ilhami, R., & Achmad, W. (2023). The Role of Leadership in the Development of Public Organizations. *Journal of Governance*, 7(4), 877-884.
28. Fatimah, H., & Syahrani, S. (2022). Leadership Strategies In Overcoming Educational Problems. *Indonesian Journal of Education (INJOE)*, 2(3), 282-290.
29. Yusuf, M., Haryono, A., Hafid, H., Salim, N. A., & Efendi, M. (2022). Analysis Of Competence, Leadership Style, And Compensation In The Bandung City Pasar Bermartabat. *Jurnal Darma Agung*, 30(1), 524-2.
30. Ulrich, D., & Smallwood, N. (2012). What is leadership?. In *Advances in global leadership* (pp. 9-36). Emerald Group Publishing Limited.
31. Bass, B. L. (2019). What is leadership?. *Leadership in surgery*, 1-10.
32. Kaiser, R. B., McGinnis, J. L., & Overfield, D. V. (2012). The how and the what of leadership. *Consulting Psychology Journal: Practice and Research*, 64(2), 119.
33. Pardey, D. (2016). *Introducing leadership*. Routledge.
34. Grint, K. (2011). A history of leadership. *Handbook of leadership*, 1-14.
35. Goleman, D. (2017). Leadership that gets results. In *Leadership perspectives* (pp. 85-96). Routledge.
36. Silva, A. (2016). What is leadership?. *Journal of business studies quarterly*, 8(1), 1.
37. Rosenbach, W. E., Taylor, R. L., & Youndt, M. A. (2018). *Contemporary issues in leadership*. Routledge.