

**Research Article**

Leadership in times of natural crises-a systematic literature review

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ABSTRACT

The topic of leadership comes with many elements of situational scenarios, one particular of interest is during times of natural crisis. Natural crisis affects businesses and people worldwide with varying effects. It is notable that leadership styles and other factors can lead a business either to success or failure based on their proactivity. To explore the area of leadership studies in times of natural crises, a systematic literature review was undertaken. The review of studies from past fifteen years revealed that there were a lot of studies on the topic of leadership. Out of those, only 34 articles published from 2005 to 2020 were found relevant to the topic under study. These were presented in the form of a systematic literature review of "Leadership in Times of Natural Crises". The systematic literature review was done using PRISMA framework which is the most widely known method of conducting review. The main link between these articles, although each focusing on different areas of research, was the relationship between leadership styles and impact on organizational management during natural crises. The review of the 34 articles from Scopus database explored different leadership styles and theories with their impact on organizations. The resources grew substantially in relation to COVID-19 in 2020, which also highlights the importance of this topic as there were limited resources available in the last twenty years when exploring papers that studied the impact of leadership impact during SARS outbreak in 2003. The finding of this article highlights the gap in research on leadership studies, and particularly in relation to pandemics, or for a broader term, natural crises.

Keywords: *Crisis Leadership; Systematic Review; Natural Crises; Crises Leadership Styles*

1. INTRODUCTION

"There are almost as many different definitions of leadership as there are persons who have attempted to define the concept."

Leadership, a concept that may seem very well known and self-explanatory to us today, is actually one that is very hard to define. One looking into the literature might be able to find over 650 different definitions and still increasing (Bennis & Townsend, 1995). The literature however argues that it will be futile to try and pin a single definition to the concept of leadership (McCleskey, 2014). The concept may be described differently as it all depends on the author, the research field, and the situation at hand (Bass & Bass 2009).

Nevertheless, a lot of research in the field of defining leadership is being conducted, that is because of its importance as a force not only shaping the current status of the organization

but also creating its future. One of the most accepted definitions is “Leadership is an interpersonal skill applied by a leader in the style which is best suited to the situation and ensures the attainment of desired goals by effective and continuous communication (Tannenbaum, et al. 2013).” In simple terms, Leadership is the ability to lead a group of people and influence them towards the goals and vision of the organization to achieve them. This ability comes from the interpersonal skills of the leader (Avolio, 2007).

What makes leadership important is because it plays a huge role in developing the organization and achieving the organization’s goals and vision. Leadership is about making people inside the organization efficient by motivating them toward achieving the organization's goals. A good leadership example is when the leader creates a strong connection with the employees and understands their needs and fulfills them (John & Chattopadhyay 2015). Leadership impact mainly the development of the organization. A good leader will lead to fast and huge organizational development. This will be done by motivating employees in the organization and playing a big role in reducing the stress level in the work and increase the job satisfaction level by rewarding the employees financially and non-financially (John & Chattopadhyay 2015).

A lot of external and internal factors however do affect the leadership role itself; this should be taken into consideration when discussing this matter. On the one hand, for the internal factors, the leader’s interpersonal skills such as communication play a major role. It is the base of the leadership as there is no influence without communication. On the other hand, for the external factors for example the organization’s culture, each organization has its own work environment and values. These values will determine the way of managing this organization.

Another example of external factors affecting leadership is local and global crises that hit the community in which an organization is based. Natural crisis, unlike manmade, cannot be usually predicted, making it therefore difficult for a community and an organization to anticipate prepare for in advance, the COVID 19 health crisis was one example. Once the COVID 19 pandemic started, its effect was undeniable on all aspects and levels, this has made us realize the importance of having a good leader within the organization in order to overcome it. A leader that was flexible and adaptive in order to adjust and guide the team in these exceptional circumstances.

Looking back at the literature, the great flu pandemic commonly known as the Spanish flu in 1918 is one example. It hit hard, and there was a direct relationship between the death rate during the pandemic and the economic status of the country. It was considered as one of the major macroeconomic disasters; defined as those crises that have led to 10% or more decline in real per capita GDP over a year (Barro et al., 2020).

Considering the above information gathered after our thorough literature review, we came to realize the gap that is currently present in it. A lot of the published research tackles a single crisis and discusses leadership from a different point of view while being conducted on a small population. Our aim was therefore to conduct a comprehensive systemic review on crisis in general and the leadership impact during so. By that, we will reach a satisfying

comprehensive answer which gathers all relevant research published up to date in one place.

COVID-19 crisis that hit globally and affected every sector one can think of, highlighted the importance of having a good organized, goal-oriented leadership on many levels in order for organizations to survive. This crisis was an eye-opener and made people at all levels search for answers and guidance on how they should react within their organizations. Everyone was interested in the literature to look for answers that are reliable and evidence based. Considering the hierarchy of evidence, a systemic review provides the strongest resource in the literature. Keeping in mind all the fore mentioned facts, in this paper, we aim to review the literature available and run a systemic review in order to tackle the question provide a uniform answer: what is the leadership's role at an organization in times of natural crisis?

2. REVIEW METHODOLOGY

The study follows the process of a systematic literature review that follows the PRISMA framework which is the preferred guideline for reporting items. This process has helped identify previous research in connection to the topic of "Leadership in Times of Natural Crises."

The search for information began with a review and understanding of the subject matter to gain the necessary keywords that would lead to the right research papers. Several works in relation to different parts of the topic were found. After a review of the collected papers, a total of 34 papers have been selected. Prior to the selection, 2 were discarded as they were seen as duplicates. Two other articles were discarded due to the unclear origin of their journal publications.

These papers were found after using SCOPUS database, Google Scholar, or direct journal databases such as Emerald and Science Direct. The main keywords identified were leadership, crises leadership, natural crises (such as pandemic, floods, earthquakes, etc.) and corona (variations: COVID-19), and they were included in different combinations with the Boolean operators for a narrowed search. Although it has been difficult to find direct literature and research in connection with the preferred topic, it has been noted that references within relevant literature led to further relevant research.

The compiled lists were systematically organized categorically based on topic title, year, authors, methodology, key theories used in the research and a summary of the paper. A thorough glimpse of the work led to finding duplicates and irrelevant subject matter. In most cases, the papers were related to the topic of crises management however the key detail was to relate it to natural crises. Some papers focused on crises management in general, however, there were sections related to natural crises and were determined to be eligible.

Table 1 is a summary of the selected papers highlighting the authors, publication location, methodology and theories used.

Table 1. List of Reviewed Papers

S #	Article	Region	Methodology	Theory
1	Zhang et al. (2020)	China	Survey	Self Determination Theory Social exchange theory Social Learning Theory Conservation of Resources Theory
2	Alas et al. (2010).	Estonia	Empirical Study	Theories of Crises Management
3	Bhaduri (2019)	USA	Conceptual Framework	N/A
4	Tripathi & Kumar (2020)	India	Narrative Case Study	Narrative Case Inquiry
5	Wegmann & Schärer (2020)	Switzerland	Factorial Survey	Theory of the Temporary Organization (with the Behavioral Theory) Human Capital Theory Performance and Decision Making Theory
6	Hasan & Rjoub (2017)	Cyprus	Survey	Organizational Behavior Theories
7	Pollard & Hotho (2006)	UK	Literature Review	N/A
8	Bhaduri (2019)	USA	Conceptual Framework	Conceptual Theory
9	Ayoko, et al. (2017)	Australia	Case Study	N/A
10	Tawadros & Soliman (2019)	Egypt	DNA Analysis, NLP	N/A
11	Bartsch et al. (2020)	Germany	IPO Framework	N/A
12	Aguinis et al. (2020)	USA	Critical Review	N/A
13	Bowers et al. (2017)	USA	Case Study	N/A
14	Fener & Cevik (2015)	Turkey	Conceptual Framework	N/A
15	Alkharabsheh et al. (2014)	Malaysia,	Exploratory Research survey	N/A
16	Cankurtaran & Beverland (2020)	UK	Design Thinking	N/A
17	Rapaccini et al. (2020)	Italy	Exploratory Research survey	Four-stage conceptual model Inductive and theory-construction- oriented approach
18	Zafari et al. (2020)	New Zealand	Case Study	Thematic analysis and a Hermeneutic approach
19	Sharma et al. (2020)	Netherland	Empirical Study	Organizational Theory of Learning
20	Nicola et al. (2020)	UK	Table Research	N/A
21	Sheppard et al. (2013)	UK	Secondary Data	Attribution Theory of Leadership
22	Wisittigars & Siengthai (2019)	Thailand	Survey - Delphi Technique	Situational Leadership theory
23	Blake-Beard et al. (2020)	UK	Literature Review	Contingency Theory and Incongruity Theory
24	Sergent & Stajkovic (2020)	USA	Mixed - Ancova Model	Social-Cognitive theory
25	Crayne & Medeiros (2020)	USA	Case Study	N/A
26	Wilson (2020)	New Zealand	Secondary Data	Social Identity Theory of Leadership Motivating Language Theory
27	Markey et al. (2021)	USA	Literature Review	N/A
28	Dirani et al. (2020)	UK	Literature Review	Resource Theory

S #	Article	Region	Methodology	Theory
29	Ansell, et al., (2020)	UK	Literature Review	Institutional Theory Stewardship Theory
30	Alzoubi et al., (2020)	Jordan	Conceptual Framework	Bass Leadership Theory The Fiedler contingency model
31	Liu & Fraustino (2014)	USA	Interviews	Image repair theory Situational crisis communication theory (SCCT) Discourse of renewal theory
32	Jin et al. (2017)	USA	Survey	Conceptualizing communicative leadership
33	Wooten, & James, (2008)	USA	Qualitative	N/A
34	Jong (2017)	Netherlands	Case Study	Crisis management and crisis communication theories Attribution theory

All 34 articles that were selected deal directly with crises management literature and the impact of proper protocol procedures that impact employees or the organization itself in different areas such as employee work effectivity, leadership styles and the economy. Due to the general nature of the research “Leadership in Times of Natural Crises”, the selected papers offer support in determining: Understanding of crises management, leadership styles compatible with natural crises, effectiveness of relevant protocols, and finally their impact on organizations, employees and the economy.

The research focused on papers selected in the past one year with one paper from 2006. In the general review of works, it appears that attention on crises management research only escalated in the recent decade, with a variety of topics emerging in 2020 that focus on pandemics because of the COVID-19 case. Papers 1, 5, 11, 12, 16, 17, 19, 20, 23, 24, 25, 26, 27 and 29, which accounts for 41% of the identified work focused on COVID-19 effects.

In summary, most of the papers published in 2020 were related to COVID-19, whereas those that were published prior fell under two main themes: a study of leadership styles (including gender roles, specific industries and selecting the right leader) in response to crisis, the impact of different crisis management styles on employees and company stakeholders (concepts and case studies).

Table 2 highlights the name of journals in which the papers were published and distributed and were mainly from reputable sources. About 3 of the journals had papers with 2 or more selected papers.

Table 2. Journal Name and No. of Articles Extracted

Serial	Journal Name	No. of Articles
1	International Leadership of Contemporary Hospitality Management	1
2	Chinese Management Studies	1
3	European Journal of Training and Development	1
4	Cross-Cultural and Strategic Management	1
5	Journal of Organizational Effectiveness: People and Performance	1
6	International Journal of Economics, Commerce and Management	1
7	Management Decision	2

Serial	Journal Name	No. of Articles
8	International Journal of Conflict Management	1
9	Journal of Humanities and Applied Social Sciences	1
10	Journal of Service Management	2
11	Management Research: Journal of the Iberoamerican Academy of Management	1
12	Business Horizons	1
13	Procedia Economics and Finance	1
14	Procedia - Social and Behavioral Sciences	1
15	Industrial Marketing Management	3
16	Journal of Business research	1
17	International Journal of Surgery	1
18	Facilities	1
19	Gender in Management	1
20	Journal of Applied Psychology	1
21	American Psychologist	1
22	Leadership	1
23	Nursing Open	1
24	Human Resource Development International	1
25	Public Management Review	1
26	International Leadership of Contemporary Hospitality Management	1
27	Chinese Management Studies	1

Out of all the journals listed, there are 22 journals with a good impact factor. The range of impact factor was from “2” to “6.5” in 11 journals which translates to the understanding that half of the journals listed have a high impact factor and therefore highlight the importance of the selected articles. The remaining articles received an impact factor from “1.056” to “1.98”. The journals International Journal of Economics, and Commerce and Management had the highest factor impact of “6.932”. Three of the journals’ database focus were not related to the research topic however the papers selected were in relation to the chosen study.

3. REVIEW RESULTS

Leadership comes with several associated theories and their implementation. Table 3 focuses on the theories that were used in the papers. Twenty of the 34 papers focused on several theories. Some articles besides those 20 papers referred to some theories which were not in the capacity of its application.

Table 3. Theories Used in the Papers

Serial	Theories Used	No. of Articles
1	Attribution Theory of Leadership	1
2	Bass Leadership Theory the Fiedler contingency model	1
3	Conceptual Theory	1
4	Conceptualizing communicative leadership	1
5	Contingency Theory and Incongruity Theory	1

Serial	Theories Used	No. of Articles
6	Crisis management and crisis communication theories	1
	Attribution theory	
7	Four-stage conceptual model	1
	Inductive and theory-construction-oriented approach	
8	Image repair theory	1
	Situational crisis communication theory (SCCT)	
	Discourse of renewal theory	
9	Institutional Theory	1
	Stewardship Theory	
10	Narrative Case Inquiry	1
11	Organizational Behavior Theories	1
12	Organizational Theory of Learning	1
13	Resource Theory	1
14	Self Determination Theory	1
	Social exchange theory	
	Social Learning Theory	
	Conservation of Resources Theory	
15	Situational Leadership theory	1
16	Social Identity Theory of Leadership	1
	Motivating Language Theory	
17	Social-Cognitive theory	1
18	Thematic analysis and a Hermeneutic approach	1
19	Theories of Crises Management	1
20	Theory of the Temporary Organization (with the Behavioral Theory)	1
	Human Capital Theory	
	Performance and Decision-Making Theory	

A systematic review of the theories adapted in the papers shows that there have been no duplications, which suggests a wide area of study in the topic of leadership itself. After understanding the theories used, it can be grouped into three main categories – theories related to leadership, mediating theories that can be coupled with leadership, and theories used in the methodology framework.

All the theories that can be used directly in the study of “Leadership in Times of Natural Crisis” are Contingency Theory, Attribution Theory of Leadership, Bass Leadership Theory, The Fiedler contingency model, Conceptualizing communicative leadership, Situational Leadership Theory, Social Identity Theory of Leadership, Stewardship Theory and Motivating Language Theory.

Some of the theories that can be seen as providing support to the topic of leadership are the Incongruity Theory, Attribution theory, Image repair theory, Situational crisis communication theory (SCCT), and others similarly. Some of the theories that are used in the methodology in order to decipher leadership and are not related to leadership itself are conceptual theory, Four-stage conceptual model, Inductive and theory-construction-oriented approach, Narrative Case Inquiry and others.

Table 4 shows the methodology used in the 34 papers that were selected with the most (5 papers) focused on Literature Reviews due to their need on understanding leadership traits and styles specifically to COVID-19. These four papers were authored by Blake-Beard et al.

(2020), Markey et al. (2021), Dirani et al. (2020) and Ansell et al. (2020) whereas one (Pollard & Hotho, 2006) focused on the key aspects of scenario planning during a crisis.

Table 4. Methodologies Used in the Papers

Serial	Methodology Used	No. of Articles
1	Case Study	5
2	Conceptual Framework	4
3	Critical Review	1
4	Design Thinking	1
5	DNA Analysis, NLP	1
6	Empirical Study	2
7	Exploratory Research survey	2
8	Factorial Survey	1
9	Interviews	1
10	IPO Framework	1
11	Literature Review	5
12	Mixed - Ancova Model or Case Study	2
13	Narrative Case Study	1
14	Secondary Data	2
15	Survey (1 with Delphi Technique)	4
16	Table Research	1

Five other papers from Ayoko et al. (2017), Bowers et al. (2017), Zafari et al. (2020), Crayne & Medeiros (2020), and Jong (2017) focused on Case Studies which focused on exploring patterns in management during crisis, successful crisis management implementations, B2B resilience in times of turbulent crisis as well as circumstances that leaders interpret as requiring necessary intervention.

One interesting approach is Design Thinking which was used by Cankurtaran & Beverland (2020) where there was an examination of procedures that firms take in response to the COVID-19 lockdown, with the purpose of identifying the patterns that managers need to break out from in order to solve problems innovatively.

Five papers focused on Surveys (either questionnaire, factorial or using the Delphi Technique). Two papers particularly stood out in strong relevance to “Leadership in Natural Crisis”. The paper by Zhang et al. (2020) found that there was a positive relationship between hotel employees’ behavior during safety leadership (another area where leadership thrives during a crisis). The paper by Wegmann and Schärer (2020) analyzed the decision speeds of how task forces reacted to the COVID-19 crisis and found that there is a positive relationship in relation to individual competencies, team collaboration and clear assignments, which is in relation to the leadership theories of assigning clear roles.

The rest of the papers followed a conceptual framework approach to determine relationships between leadership, organizational culture and crisis, as well as an exploration of leadership concepts. Other methods used included Critical Review, Interviews, IPO Framework, DNA Analysis and NLP, Narrative Case Study and Table Research.

One important finding that comes up in several papers was stated by Hickman & Crandall (1997, p. 75): “Despite past disasters and the millions of dollars of damage they have rung up, many organizations are not prepared for a catastrophe to occur.”

3.1. LEADERSHIP COMPETENCIES:

Past research has focused on four important leadership competencies critical to crisis leadership: a sense of urgency; high emotional intelligence; problem-solving skills; and sensitivity of communication (Betancourt et al., 2017; Tubin, 2017). One theme that appeared frequently in the review is the communication of different issues to different stakeholders whether external or internal. Communication is considered the most crucial factor, both prior to and during a crisis. Prior to a crisis, it is critical that the crisis manager understands and communicates effectively regarding crisis planning, for example, by developing risk and impact assessments and disaster recovery plans (Varcoe, 1998). It is critical that communicated messages are aligned, realistic, positive, balanced, and sent out via appropriate channels. Savanevičienė et al. (2014) proposed that leadership competencies have three components: self-management competencies; business management competencies; and people management competencies.

Leaders are recommended to develop competencies regarding emergency planning and business continuity, emergency preparedness and knowledge of safety and security. During the crisis, leaders must have competencies that include risk-management and critical situation-handling skills, as well as knowledge of legal and regulatory issues to resolve the crisis effectively. Hence, leaders must enhance their skills in negotiation, management and authority delegation, as well as relationship building, during a crisis (Fearn-Banks, 2016; Wooten & James, 2008).

To prevent the crisis rather than dealing with it is more important thus very little emphasis is put on problem-solving. HR has a role in this regard that they could set appropriate criteria to recruit candidates who demonstrate the required competencies, thus only those personnel who have the required competencies are hired.

3.2. LEADERSHIP TYPES:

One facet of good leadership comes from studies by Markey et al. (2021) on nurses is termed Ethical Leadership they propose that during crisis Nurse managers need to consider ways of empowering, supporting and enabling nurses to apply ethical standards in everyday practice. To build professional resilience within the team, nurse managers first need to develop their own capacity to develop resilience before they can inspire and empower others. This is confirmed by a study on Tata group done by Tripathi & Kumar (2020) who emphasizes Humanistic leadership which is one step further than Ethical leadership. Davila & Elvira (2012) claims that while concepts such as “transformational leadership”, “e-leadership”, “servant leadership” have been emphasised in leadership literature for long, one theme that has remained pervasive and fundamental to the study of leadership as well as to management, in general, is the importance of human values and virtues which will translate into survival and success by the organizations in delicate situations like crisis. The

role of the ethical leader is to actively promote moral behaviour (Barkhordari-Sharifabad, et al. 2018). However, this should be done in a supportive way, where empathy and compassion are demonstrated. These are the values and leadership policies of top leaders of the Tata companies (1) Adherence to the basic core values set in founder's philosophy (2) Trust, (3) Community focus (4) leaders as mentors and role-models, (5) Ethical code of conduct as a sole core value, (6) Employee-focus and (7) Indian cultural values to be focused in leadership decisions.

According to Vera and Crossan (2004), no leadership style is appropriate for every situation and selecting a wrong leadership style is detrimental to the situation at hand. Leader is the main focus of any change according to Berson and Avolio, (2004) thus trust, self and collective efficacy and right decision making in a short span of available time is the main concern of the leader in crisis management.

Transformational Leadership is hailed as the most effective leadership in times of crisis because these leaders are quick to respond to change according to Kelly, et al. (2005) a sense of authority will improve the results since this allows for fast decision making. According to findings of research by Alkharabsheh et al. (2014) both transformational and transactional leadership styles play a partial mediating role in the relationship between characteristics of crisis and decision-making styles. There are three stages of crisis management as found in many reviewed papers. The pre-crisis, during crisis and post-crisis. Another kind of leadership style at the forefront of crisis management is situational leadership (Prabhakar & Yaseen, 2016). Organizational leaders affect the resilience of employees and others involved in a crisis while situational leaders have higher levels of leadership competencies, especially in times of crisis.

Another study by Bowers et al. (2017) based their research question on the same subject and they came up to the similar conclusion that crises are best handled by using transformational leadership style as is evident from Table 5 taken directly from their research. This study links the types of organizational culture with the type of leadership that best suits the culture. The classification is also extended to the crises thus the table shows Internal and External crisis categories. This table is presented as one of the three principles for leading in crisis. The two others being 1) The crisis needs more time and resources than perceived and 2) Focusing on PR distractions is misguided. Distributive leadership is an effective approach which means that decentralization of authority can prove effective in crisis and the next step to crisis management is to lead the organization to a new normal post-crisis.

Table 5. The crisis response leadership matrix (CRLM)

Type of Crisis	Elitist Culture	Hierarchy Culture	Clan/Adhocracy
Internal Crisis	Cognitive, directive or transformational	Directive or transformational	Transformational
External Crisis	Transformational	Transformational	Transformational

3.3. ROLE OF GENDER:

Considerations on the gender of the leader are given much attention. “Female leadership advantage” is becoming a topic of research while comparing women and men on transformational leadership (Bass & Bass 2009). Women scored higher on charisma and individualized consideration (Eagly, et al. 2003). A research study by Sergent & Stajkovic (2020) emphasises that women governors in US states have proved to be more effective in their policies regarding COVID-19 crisis, in comparison to men. Partly this is because of women’s desire to help others, capability to balance risk, and resilience to “bounce back” from failure more pragmatically (Ryan et al. 2016). Thus in this study, it was observed that there was more compliance rate by subjects when a women gave orders this is mainly due to the empathetic and confident attitude that is part of the women's nature.

But another picture is shown by research literature and the popular press that androgynous leadership (a mix of Feminine and Masculine traits) is the most effective style during crisis. Compared to dominant and self-assured attitudes of masculine leadership androgynous leaders know when to seek a tempered team that may bring with it expertise in the fields where the leader lacks knowledge. Also, communication by these leaders serves to be effective because of their willingness to communicate with respect (Blake-Beard, et al.2020).

3.4. LEADERS ATTITUDE AND CHARACTERISTICS:

According to Nicola et al. (2020) leadership requires an amalgamation of characteristic traits and unified actions capable of achieving an effective response nationwide. They propose compassion, openness, and highly communicative leadership fosters a sense of purpose thus helping in mitigating the effects of adverse crises. Wherein the energy, focus, and resilience of a leader become a precious commodity.

Dirani et al. (2020) in their paper propose following Leadership best practices 1) Model the way 2) Be a sense maker 3) Inspiring a shared vision 4) Lead as a technology enabler 5) Challenging the current process 6) Well-being and emotional stability of employees 7) Enabling others to Act 8) Communicate innovatively according to the situation at hand 9) Try to maintain financial health of organization as a priority. Also Providing flexibility, accounting for emotions, staying engaged, and listening to employees' opinions can aid a lot in dealing with crisis.

A research by Bartsch et al. (2020) focused on service employees they came up with results showing that Team cohesiveness is increased by Management leadership behaviour and job autonomy is decreased by it with the exception of firms that show digital maturity. Their study is focused on crises, and they propose that task- and relation-oriented leadership behaviour is required to maintain service employees' performance during remote work in crisis situations.

Fener & Cevik (2015) have a proposition that a state of crisis calls for a leader to let the staff express their opinions freely and appreciate their concerns, try to avoid restrictions, give access to information directly rather than feeding factors to prevent gossip, encourage

employees to focus on work, let them brainstorm and give feedback, occasionally revise security plans and show a patient attitude. Leadership in turbulent times is not for control freaks or those with a strong preference for rational decision-making based on deep analyses and protracted studies (Fraher & Grint 2018). Leaders will have to trust their instincts, consult real-time data, seek expert advice, accept cognitive dissonance and imperfect solutions, build alliances, learn from experience, adapt to new circumstances, and look for next practice rather than being seen to apply a non-existing best practice (Robert & Lajtha, 2002; Moynihan 2008; Room, 2011).

3.5. CRISIS HANDLING STRATEGIES FOR LEADERS:

Anticipation of crisis, crisis behaviour training, preventing panic, quick reaction, pre-crisis activities are the propositions of Alas & Gao, (2012) they presented a triangular model for crisis management in organizations consisting of four main elements. The main elements are knowing type of crisis, process of crisis which means how will the organization cope with the crisis and partnership implying that who are the main stakeholders with the organization in this crisis. Crisis plans which include creating a crisis management handbook, crisis teams, and communication strategies for crisis situations and creation of crises centers were seen as commonplace in China and Estonia. But they also propose that having values and desired behaviours written in the crisis handbook is not enough. The main challenge is to retain the changed behaviour even when the crisis is over.

Another type of leadership style that according to Hasan and Rjoub (2017) has been proved effective is charismatic leadership. Their research results showed that charismatic leadership has to turn out to be rigorous recently and firms' growth tactics require modifications during crisis time. Thus, an organization is more enthusiastic with a leader who is carrying the charisma and has ability to modify and transform firms' tactics and culture thus facilitating the firm to be more flexible to exterior needs at the times of crisis.

4. CONCLUSION

The review conducted around the topic of "Leadership in Times of Natural Crises" has shown a gap in the study of both natural crisis management as well as leadership styles. The field of Organizational behavior has been given more importance in today's world as more studies show that leadership styles, and recently even coupled with mediating factors such as gender and human resources, have shown that organizational instabilities can be minimized during a natural crisis. It has been shown in the studies that crises can be represented in different ways. There is a consensus, though that this concept applies to unpredictable incidents with negative consequences which can be divided into two distinct categories, including crises that are normal and human-induced. Members of the organizations should learn the steps of effective crisis management to be able to handle crises efficiently, such as deciding the position of team units, choosing suitable tactics and leadership styles, and choosing the appropriate general crisis management model.

COVID-19 has put exceptional demands on business leaders and beyond. Between staff and other stakeholders, the humanitarian toll taken by COVID-19 generates panic. It is

impossible for executives to respond to the large scale of the epidemic and its utter unpredictability. A sudden occurrence or series of events of immense magnitude and overwhelming pace, consisting in a high degree of surprise, resulting in disorientation, a sense of lack of control, and a strong emotional disruption. Realizing that a corporation is facing a challenge is the only thing executives need to do. It is a difficult move, particularly at the emergence of crises that do not arise unexpectedly but emerge from common conditions that obscure their meaning. as for COVID-19 management, studies suggest that it takes leaders to transcend the normalcy tendency to consider a slow-developing crisis for what it could become, which may enable them to underestimate both the likelihood of a crisis and the impact it may well have. When a crisis is understood as such by leaders, they will begin to mount a response. Although by implementing preparations that were drawn out in advance, they will not respond as they would in a routine emergency. Effective solutions are largely improvised during a crisis dominated by unfamiliarity and confusion. They should encompass a wide variety of actions, not just acute movements but would be helpful to sustain long after the crisis has ended. It can be concluded that throughout a crisis a leader needs not to follow a preconfigured action strategy, but attitudes and perceptions that will save them from exaggerating to the events of the past and encourage them to think forward.

To develop the mission and strategic path of organizations, what organizations need is an effective communication and crisis management strategy, organizations facing a crisis clearly need to reflect on the value of a two-way communication approach, Crisis preparedness, Emotional intelligence, involving employees and preventing panic, re-evaluate current strategies before introducing new methods, and adopting a transformative visionary leadership style. It is expected that organizations will be able to rebound and re-establish their mission from the present critical situation. But to talk of a one-size-fits-all Leadership style is naive and there is no such result that can corroborate this view thus we can safely conclude that leaders must improvise and adapt with the situation at hand subjective to their organizational culture and needs.

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