

Redefining Leadership Roles in Managing Crises in Organisations: A Systematic Literature Review



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ABSTRACT: Crises strike when least expected. Most organisations have collapsed as a result of crises situations. Essential resources including lives have been lost in the wake of crises. Leadership have essential roles to play in ensuring that the effect of crises were minimized in organisations. Leadership make strategic decisions, shape organization culture and facilitate resource allocation for execution of activities essential for the survival of the organisation. Although crises were unpredictable, and vary in nature magnitude and impact, it was important to put in place a general and comprehensive plan to mitigate the severity of the aftermath.

This paper systematically reviewed articles on crisis management and leadership roles from JSTOR and Elsevier open databases. The articles were not limited to time period, to allow for a comprehensive search. The study used a systematic literature review. A total of 815 Journal articles were initially identified, 633 of which were dropped as they were out of context, while 182 articles were selected. A further 140 articles were found inappropriate, leaving 42 articles for final review. The study attempted to identify and integrate leadership roles essential in crises management, from different articles thereby providing a more elaborate source that could guide leadership and database for various stakeholders. The results of this study showed that majority of the articles, 40.47%, consisted of an average of four out of the eight essential roles identified. None of the articles comprehensively addressed most of the essential roles of leadership in managing crises.

The study identified eight essential roles which included spearheading the entire process of crisis management, guiding on: collaborative effort, setting up a contingency plan, research and keeping stock of past experiences. Others were implementing training and retraining on crises related subjects, putting in place a communication strategy, establishing a crisis kit, and resource allocation. The paper concluded that there were gaps in articles reviewed, there was no single article reviewed which contained all eight essential roles therein. Information on essential roles of leadership for crises management was not comprehensively covered in any of the single articles, but scattered across different articles. This article has therefore attempted to place all the eight identified essential roles for managing crises, in one article which would be helpful to leaders. The study results may be helpful to further research on leadership perspective of managing crises in organisations.

KEYWORDS: Leadership roles, Crises management, Contingency plan, Resource envelope, Crisis policy, Communication Strategy, Collaborative effort.

1.0 INTRODUCTION

In recent years, the world has witnessed unprecedented number of crises. Humans have come up with various strategies to mitigate the effects of crises. Crises can strike at individual, organizational or national level depending on the nature and magnitude. Crises are uncertain as they strike unexpectedly with unpredictable impact which raises serious concern. It has however been noted that some organisations appear to respond to crises better than others. There is however realization that leadership plays a critical role in crisis management. Leadership is critical at every stage of the crisis, be it, pre-occurrence, course of the crisis or post crisis period. An organization can have all the resources, tools and technology at the disposal, but still fail to make an impact in the absence of ardent leadership. What differentiate organizational behavior and performance is a mix

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of individuals that are well positioned to make the best use of resources at their disposal. It is against this backdrop that this paper looked at leadership roles in managing crises. Leadership is the ability of an individual or a group of individuals to influence and guide followers and other members of an organization (Pratt, 2017). Leaders are personnel that take the leadership role and this may include, among others, supervisor at various levels, senior officers that are capable of leading and have subordinate under their guards (Lan, 1997).

Leadership roles have increasingly become an important area of interest in the management of crises. The Covid-19 pandemic took the world by storm. The effects are still being felt today. The pandemic exposed how vulnerable humanity is despite advancement in technology. Nevertheless, much of research undertaken on the management of crises in organisations places more focus on strategies employed to manage the events. However, there has been not much study that particularly focus on leadership roles in the management of crises. While there is consensus on the important roles leadership play in every sector of society. There has been little focus on leadership roles as an aspect that could be explored to respond to everyday disasters. While the roles are known they are mostly scattered in various literature hence poses a challenge to be applied in a coherent and systematic way.

A crisis can arise as a result of disasters arising from acts of nature or man-made. Natural disasters such as floods, wilds fires, hurricanes and tsunamis, have been associated to global warming, which are attributed to human activities. Global pandemics have its share of disasters in form of bird's flu in 2002, Severe Acute Respiratory Syndrome (SARS) virus and Covi-19 from 2019 to date (Ping, Cui and Pan, 2011). There are further direct Human induced crises in form of environmental degradation, conflict and terrorism among others. Crises create a disturbance in society. They inflict unmatched damage to property, wealth and humanity, which inherently result to serious suffering and or death.

A detailed study that identify leadership roles in managing crises is vital to have better clarity and gain insights of how leadership could refocus in order to effectively respond to organizational crises. Focusing on leadership roles has potential to add to the existing body of knowledge that can help develop contingent but vigorous theories that can inform future policy objectives. This study aims to better understand leadership roles and redefining them in managing environmental crises faced in organisations. A systematic review of literature was used to identify leadership roles essential in managing crises in organizations. The study sought to answer one key question which was, "what roles should the leadership focus on in managing organizational crises? The objectives of the study were to identify essential roles of leadership in crisis management in organisations, ascertain the extent to which the roles were addressed in the studies reviewed and explain each of the identified leadership role in crisis management.

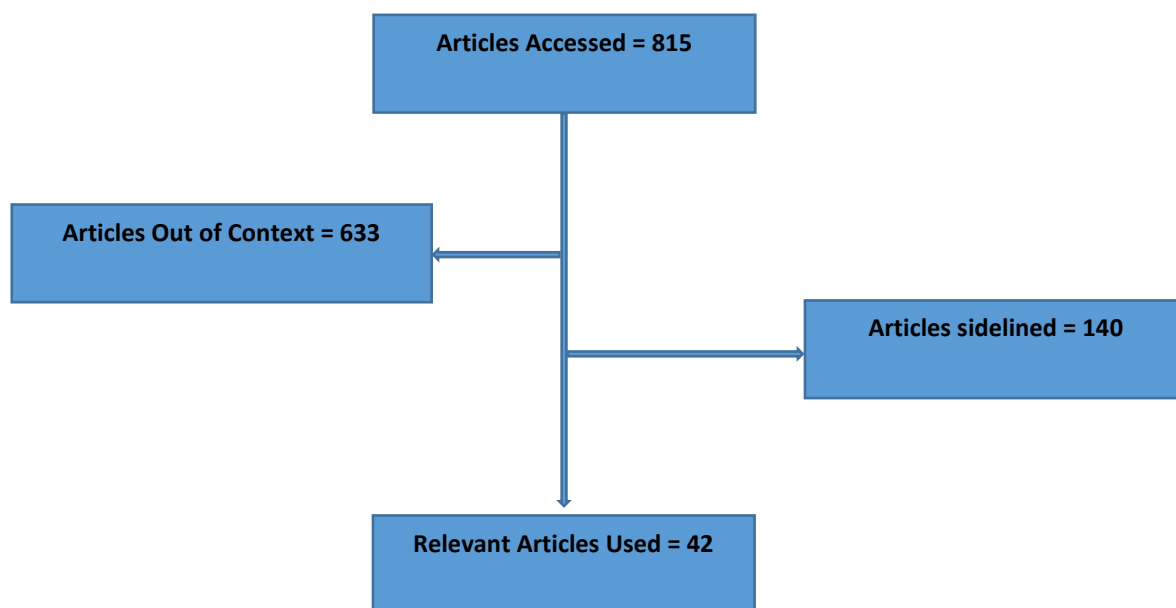
2.0 METHODOLOGY

The study used systematic review of literature to gain in-depth insight into the leadership roles essential in managing crises in organizations. Two open access journal databases, Elsevier and JSTOR were searched on the topic. The base keywords for the database search were, "leadership roles" and "crises management". The base keywords were included in the search along with the word "organisation". The data timeline was not limited to any period. Using the keywords above, 815 Journal articles were found from Elsevier and JSTOR open databases. The search was restricted to the "Title, Abstract, Key words" and "English" language.

The 815 Journal articles falling under the scope of the current study were screened. A total of 633 articles were out of context, while 182 articles were selected. Of the selected articles, 140 articles were either duplicates or found inappropriate for adoption after further scrutiny of the abstract. The 140 articles were therefore sidelined, leaving a pool of 42 articles.

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Fig. 1: Selection of Articles for review



3.0 RESULTS

This section show how data was classified and categorized in the 42 articles that were reviewed. Each article was recorded in excel, capturing the authors, year of publication, title of the article, purpose of the study and source of the database the study was extracted from. The above information is shown in Fig. 2, below. The information in Fig. 2, was analyzed together with the content of the article to establish the nature of leadership roles the article bring out.

Fig. 2, Table Showing Articles Reviewed, Authors, Year, Title, Purpose, Source & Nature of Roles therein.

S/N	Authors	Year	Study Tittle	Study Purpose	Source	Nature of Roles
1	Robert, P., & Gephart, J.	1993	Risk and Blame in Disaster Sense making	To illustrate the approach with an ethnographic study of sense making during a public inquiry concerning a fatal pipeline accident	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan
2	Dutton, J.E., & Ashford, S.J.	1993	Selling Issues to Top Management	To develops insights on issue selling as a process that is central to explaining how and where top management allocates its time and attention	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research
3	Pearson, C.M., & Clair, J.A.	1998	Reframing Crisis Management	To integrate and build upon current knowledge to create a multidisciplinary approach to crisis management.	JSTOR	Collaborative Effort , Document lessons from Past, others & Research, Implement a Crisis Communication strategy
4	Lan, Z.	1997	A Conflict Resolution Approach to Public Administration	To help public administrators better understand the nature of their work as well as their roles as conflict resolvers, conflict	JSTOR	Lead Crisis Management process , Implement a Crisis Communication strategy

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
				observers, or parties to conflict.		
5	Carpenter, M.A., & Fredrickson, J.W.	2001	Top Management Teams, Global Strategic Posture, and the Moderating Role of Uncertainty	Sought to test the moderating effect of uncertainty on the relationship between top management team (TMT) characteristics and global strategic posture.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Implement a Crisis Communication strategy
6	Papadakis, V.M., Lioukas, S., & Chambers, D.	1998	Strategic Decision-Making Processes: The Role of Management and Context	Investigated the relationship between the process of strategic decision-making and management and contextual factors.	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Implement a Crisis Communication strategy
7	Boin, A., & Hart, P.	2003	Public Leadership in Times of Crisis: Mission Impossible?	Documents the persistent tensions between the expectations and realities of crisis leadership. It explores the popular notion that crises provide key opportunities for reform.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement a Crisis Communication strategy
8	Zaleznik, A.	1990	The Leadership Gap	Critical assessment of a mystique that places a premium on the team over the individual as practiced in business and taught in business schools.	JSTOR	Lead Crisis Management process , Collaborative Effort
9	Joan E. Pynes, J.E., & Pauline Tracy, P.	2007	Flirting with Disaster: A Case Study	To describes the realization by community organizations in Sarasota County, Florida, of the need to be more inclusive and to include behavioral and mental health services agencies in developing service plans in the aftermath of natural disasters.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research
10	Kaplan, S., Laport, K., & Waller, M.J.	2013	The role of positive affectivity in team effectiveness during crises	examined the impact of team member dispositional positive affect Examined the impact of team member dispositional positive affect (PA) on	JSTOR	Lead Crisis Management process , Collaborative Effort

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
				team crisis effectiveness and the role of felt negative emotion in transmitting that influence. As		
11	Bessant, J., Rush., H & Trifilova A.	2012	Jumping the tracks': Crisis-driven social innovation and the development of novel trajectories	Explored the role which crisis conditions play in shaping new innovation trajectories and enabling radical innovation.	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Implement a Crisis Communication strategy, Allocate resources to crisis management
12	Mann, S.	2014	Human Resources and Emergency Planning: Preparing Local Governments For Times of Crisis	To examine the characteristics of cities that include HR personnel in planning.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Implement training in crisis management, Implement a Crisis Communication strategy, Allocate resources to crisis management
13	Moynihan, D.P.	2008	Learning under Uncertainty: Networks in Crisis Management	To examine learning in networks dealing with conditions of high uncertainty.	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management,
14	Majchrzak, A., Jarvenpaa, S.L., & Hollingshead, A.B.	2007	Coordinating Expertise among Emergent Groups Responding to Disasters	Focus on emergent response groups and how they coordinate expertise.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Put in place crisis management kits, Allocate resources to crisis management
15	Marshall, B.K., & Goldstein, W.S.	2006	Managing the Environmental Legitimizing Crisis	Discuss and extend the crisis theory of Habermas and Offe by adding and arguing for the semi autonomy of a fourth system—the ecological system.	JSTOR	Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management,
16	Pearson, C.M., & Kirby, M.	1993	Crisis Management and Civil Unrest:	The study examines the efforts made by businesses	JSTOR	Lead Crisis Management process , Collaborative Effort ,

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
			Seeing The LA Riots Through an Industrial Lens	to detect early warning signals, prepare for the riots, contain damages, and resume operations and identify lessons that businesses can apply to prepare for civil unrest.		Document lessons from Past, others & Research, Implement a Crisis Communication strategy, Put in place crisis management kits, Allocate resources to crisis management
17	Pauchant, T.C., & Douville R.	1993	Recent research in crisis management: a study of 24 authors' publications from 1986 to 1991	Describe content of the research conducted by 24 of the most active researchers in the field of crisis management over a five-year period.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Put in place crisis management kits, Allocate resources to crisis management
18	Mahon, J.F., & Cochran, P.L.	1991	Fire alarms and siren songs: the role of issues management in the prevention of, and response to, organizational crises	The paper focus on the interplay between and among issues and crisis management.	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management
19	Christensen, T., Rykkja, L.H., & Læg Reid, P	2016	Organizing for Crisis Management: Building Governance Capacity and Legitimacy	To address governance capacity and governance legitimacy in order to understand crisis management performance.	JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Allocate resources to crisis management
20	Somers, S., & Svava, J.H	2009	Assessing and Managing Environmental Risk: Connecting Local Government Management with Emergency Management		JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management
21	Kelly, J.	1970	The Organisational Concept of Leadership		JSTOR	Lead Crisis Management process , Collaborative Effort , Implement training in crisis management
22	Roux-Dufort , C., & Vidaillet, B.	2003	The Difficulties of Improvising in a Crisis Situation: A Case Study	A case study of a crisis where four groups of actors were involved in the improvisation in crisis	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others &

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
				situations.		Research
23	Barth, T.	2010	Crisis Management in the Catholic Church: Lessons for Public Administrators	Discusses how the church crisis relates to classic public administration and crisis management.	JSTOR	Lead Crisis Management process , Document lessons from Past, others & Research
24	McGuire, M., & Schneck, D.	2010	What if Hurricane Katrina Hit in 2020? The Need for Strategic Management of Disasters		JSTOR	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Allocate resources to crisis management
25	Waller, M.J., Lei, Z., & Pratten, R.	2014	Focusing on Teams in Crisis Management Education: An Integration and Simulation Based Approach	To integrate information from phase-based crisis management models with Crisis management teams occupy central roles in many normative models of crisis management	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Implement a Crisis Communication strategy, Put in place crisis management kits, Allocate resources to crisis management
26	Kahn, W.A., Michelle A. Barton, M.A., & Fellows, S.	2013	Organisational Crises and the Disturbance of Relational Systems	To conceptualize organizational crises in terms of relational disturbance and crisis management as the repair of such disturbances.	JSTOR	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management
27	Sharma, S., Leung, T.Y., Kingshott, R.P.J., Davcik, N.S., & Cardinali, S.	2020	Managing uncertainty during a global pandemic: An international business perspective	To identifying the different types of uncertainty, their antecedents and outcomes, the coping strategies used to mitigate their impact, and the consequences of these actions.	Elsevier	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management, Implement a Crisis Communication strategy
28	Schaedler, L., Graf-Vlachy, L., & Konig, A.	2021	Strategic leadership in organizational crises: A review and research agenda	To conduct a systematic multidisciplinary literature review that spans the research streams on strategic leadership and organizational crises.	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Allocate resources to crisis management
29	Hoang, H.V., Nguyen, C., & Nguyen, D.K.	2021	Corporate immunity, national culture and stock returns: Startups amid the COVID-19 pandemic	To investigate whether a startup's built-up capacity pre-COVID-19 can stimulate corporate immunity to endure the	Elsevier	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
				impact of the COVID 19 pandemic, reflected via stock performance.		in crisis management, Put in place crisis management kits, Allocate resources to crisis management
30	Yue, A.C.	2021	Navigating change in the era of COVID-19: The role of top leaders' charismatic rhetoric and employees' organizational identification	Examined how organizations can leverage leadership and employee resources to facilitate positive change outcomes.	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement a Crisis Communication strategy, Allocate resources to crisis management
31	Li, B., Zhong, Y.Y., Zhang, T., & Hua, N.	2021	Transcending the COVID-19 crisis: Business resilience and innovation of the restaurant industry in China	To analyze textual (153) information sources to explore Chinese restaurant enterprises' innovative activities during and after COVID-19.	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Implement training in crisis management, Implement a Crisis Communication strategy, Allocate resources to crisis management
32	Krishnan, C.S.N., Ganesh, L.S., & Rajendran, C.	2022	Entrepreneurial Interventions for crisis management: Lessons from the Covid-19 Pandemic's impact on entrepreneurial ventures	To investigate negative and positive impacts of a crisis on Entrepreneurial Ventures. (The case of COVID-19 pandemic crisis)	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management
33	Petkeviciene, M.	2014	Crisis management to avoid damage for corporate reputation: the case of retail chain crisis in the Baltic countries	Analyse crisis management in relation to its effect on corporate reputation	Elsevier	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research, Implement training in crisis management
34	King, E., Norbury, K., & Rooney, D.	2020	Coaching for Leadership Wisdom	To provide an evidence-based and practical approach for people seeking to develop or provide wise leadership in a period of challenge and unnerving rates of change — where wisdom matters most.	Elsevier	Lead Crisis Management process , Document lessons from Past, others & Research, Implement training in crisis management
35	Rousseau, D.M., & Have, S.T.	2022	Evidence-based change management	Presents evidence-based practices for successful	Elsevier	Lead Crisis Management process , Collaborative Effort ,

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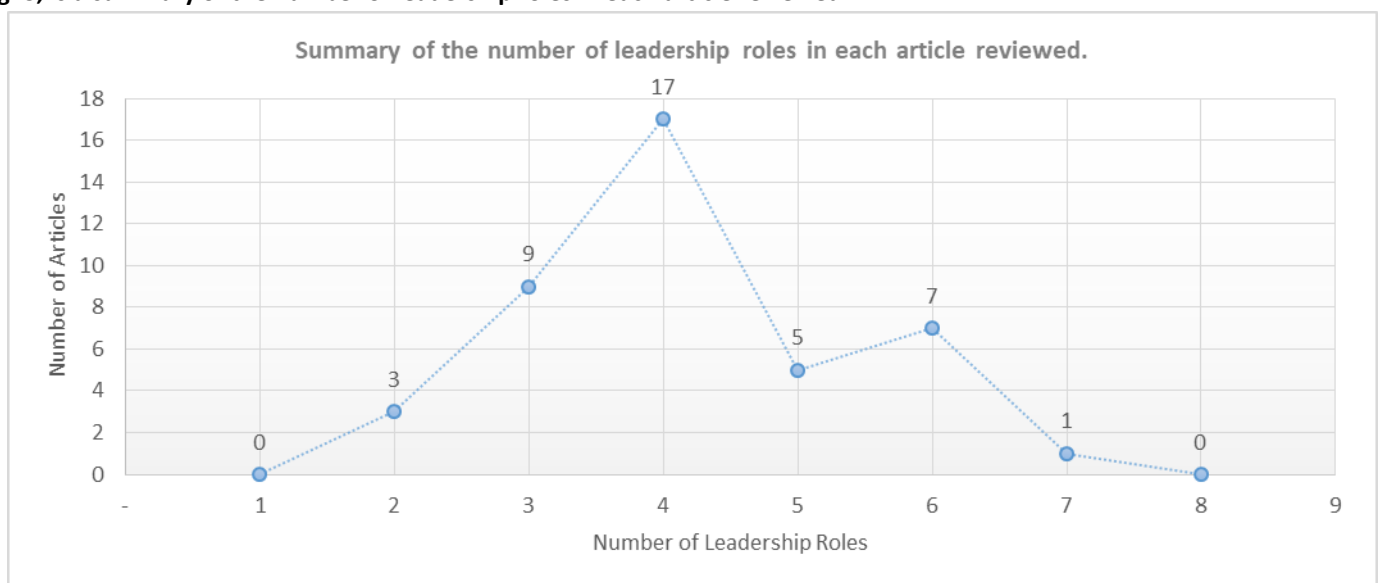
S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
				planned organizational change.		Put in place a Contingency plan, Document lessons from Past, others & Research, Implement a Crisis Communication strategy
36	Tian, Y., & Jeongwon, Y.	2021	Deny or bolster? A comparative study of crisis communication strategies between Trump and Cuomo in COVID-19	Considered politicians' tweets as a proxy to access their crisis communication strategies and conducted a systematic content analysis to critically evaluate COVID-19 crisis communication	Elsevier	Lead Crisis Management process , Collaborative Effort , Document lessons from Past, others & Research, Implement a Crisis Communication strategy
37	Hartwell, C.A., & Devinney, T.	2018	Populism, political risk, and pandemics: The challenges of political leadership for business in a post-COVID world	Examines the rise of two specific phenomena that challenge prevailing theoretical frameworks, and potentially have the ability to render our previous insights less relevant: first, the rise of populism as a persistent political force in developed economies, and second, the rapid spread and disparate political response to COVID-19.	Elsevier	Lead Crisis Management process , Put in place a Contingency plan, Document lessons from Past, others & Research,
38	Wan, Y.K.P., Li, X., Lau, V.M.,	2022	Destination governance in times of crisis and the role of public-private partnerships in tourism recovery from Covid-19: The case of Macao	Investigates the roles of government and the crisis leader in post-COVID tourism recovery, the changes in consumer markets, and collaborative efforts of tourism business sectors and destination marketing organizations.	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research
39	Adro, F.J.N., & Leitao, J.C.C.	2020	Leadership and organizational innovation in the third sector: A systematic literature review	To provide an overview on existing literature on leadership and organizational innovation in the third sector, as well as to identify research gaps leading to a research model, which can be used in further empirical research.	Elsevier	Lead Crisis Management process , Put in place a Contingency plan, Allocate resources to crisis management
40	Saputra, N.,	2022	Strategic role of	To elaborate business	Elsevier	Lead Crisis Management

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S/N	Authors	Year	Study Title	Study Purpose	Source	Nature of Roles
	Sasanti, N., Alamsjah, F., & Sadeli, F.		digital capability on business agility during COVID-19 era	agility of public companies and to examine the impacts of digital capability and ambidextrous leadership - as the hypothesized influential factors on business agility.		process , Implement a Crisis Communication strategy, Allocate resources to crisis management
41	Kim, S., & Kim, J.	2014	Integration Strategy, Transformational Leadership and Organizational Commitment in Korea's Corporate Split - offs	Hypothesized the differing effects of integration strategy and transformational leadership on affective commitment, depending on the status of the organizational members, i.e., managers vs. employees.	Elsevier	Lead Crisis Management process , Collaborative Effort , Put in place a Contingency plan, Document lessons from Past, others & Research
42	Nikolaos, K., & Yiannis, T,U.	2013	The Leadership's information system of new performance management practices after Mergers & Acquisitions	To examine the Leadership information system when an organization adapt new performance management practices after a major change, like a merger or an acquisition.	Elsevier	Lead Crisis Management process , Document lessons from Past, others & Research, Implement training in crisis management, Implement a Crisis Communication strategy

Fig. 2, above shows 42 articles reviewed. The author, year of publication, title of the study, purpose, source of the article and nature of the leadership roles contained in the article are shown in the last column. The last column shows both the nature and number of leadership roles essential for managing crises. The number of roles were summarized in the chart below, to show the average number of leadership roles in each article.

Fig. 3, is a summary of the number of leadership roles in each article reviewed.



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The above Chart (Fig. 3), shows a summary of 8 leadership roles essential in crisis management and the frequency of which the roles appear in each of the 42 articles. The Chart shows that only 2 leadership roles appeared in 3 articles, 3 roles appeared in 9 articles and 4 roles appeared in 17 articles. Additionally, 5 roles appeared in 5 articles, 7 roles appeared in 6 articles and 7 roles appeared only in 1 article. None of the 42 articles had none or all the 8 identified leadership roles. The above table shows an average number of 4 roles which appeared in 17 articles. Clearly, most articles had less number of leadership roles only about half of the roles on average.

Of the 42 articles systematically reviewed, 8 leadership roles stood out as essential in crisis management in organisations. The identified leadership roles provided a checklist to establish the nature of leadership roles that appeared in the articles reviewed. Two codes were used in this assessment, code "1" – indicating that a given leadership role appear in the article and code "0" indicating that the identified leadership role does not appear in the article. Fig 4, below shows the coding explained above.

Fig. 4. Showing the Number of Articles and Essential Crisis Management Leadership Roles That Appeared Therein

S/n	Author (s)	Year	Lead Crisis Management Process	Collaborative Effort	Put in place a Contingency plan	Document lessons from Past, others & Research	Implement training in crisis management	Implement a Crisis Communication strategy	Put in place crisis management kits	Allocate resources to crisis management
1	Robert, P., & Gephart, J.	1993	1	1	1	0	0	0	0	0
2	Dutton, J.E., & Ashford, S.J.	1993	1	1	1	1	0	0	0	0
3	Pearson, C.M., & Clair, J.A.	1998	0	1	0	1	0	1	0	0
4	Lan, Z.	1997	1	0	0	0	0	1	0	0
5	Carpenter, M.A., & Fredrickson, J.W.	2001	1	1	1	0	0	1	0	0
6	Papadakis, V.M., Lioukas, S., & Chambers, D.	1998	1	0	1	0	0	1	0	0
7	Boin, A., & Hart, P.	2003	1	1	1	1	0	1	0	1
8	Zaleznik, A.	1990	1	1	0	0	0	0	0	0
9	Joan E. Pynes, J.E., & Pauline Tracy, P.	2007	1	1	1	1	0	0	0	0
10	Kaplan, S., Laport, K., & Waller, M.J.	2013	1	1	0	0	0	0	0	0
11	Bessant, J., Rush., H & Trifilova A.	2012	1	0	1	1	1	1	0	1
12	Mann, S.	2014	1	1	1	0	1	1	0	1
13	Moynihan, D.P.	2008	1	0	1	1	1	0	0	0

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S/n	Author (s)	Year	Lead Crisis Management Process	Collaborative Effort	Put in place a Contingency plan	Document lessons from Past, others & Research	Implement training in crisis management	Implement a Crisis Communication strategy	Put in place crisis management kits	Allocate resources to crisis management
14	Majchrzak, A., Jarvenpaa, S.L., & Hollingshead, A.B.	2007	1	1	1	1	1	0	1	1
15	Marshall, B.K., & Goldstein, W.S.	2006	0	1	1	1	1	0	0	0
16	Pearson, C.M., & Kirby, M.	1993	1	1	0	1	0	1	1	1
17	Pauchant, T.C., & Douville R.	1993	1	1	1	1	1	0	1	1
18	Mahon, J.F., & Cochran, P.L.	1991	1	0	1	1	1	0	0	0
19	Christensen, T., Rykkja, L.H., & Lægreid, P	2016	1	1	1	1	1	0	0	1
20	Somers, S., & Svava, J.H	2009	1	1	1	1	1	0	0	0
21	Kelly, J.	1970	1	1	0	0	1	0	0	0
22	Roux-Dufort, C., & Vidaillet, B.	2003	1	0	1	1	0	0	0	0
23	Barth, T.	2010	1	0	0	1	0	0	0	0
24	McGuire, M., & Schneck, D.	2010	1	1	1	0	0	0	0	1
25	Waller, M.J., Lei, Z., & Pratten, R.	2014	1	0	1	1	1	1	1	1
26	Kahn, W.A., Michelle A. Barton, M.A., & Fellows, S.	2013	1	0	1	1	1	0	0	0
27	Sharma, S., Leung, T.Y., Kingshott, R.P.J., Davcik, N.S., & Cardinali, S.	2020	1	0	1	1	1	1	0	0
28	Schaedler, L., Graf-Vlachy, L., & Konig, A.	2021	1	1	1	0	0	0	0	1
28	Hoang, H.V., Nguyen, C., &	2021	1	0	1	1	1	0	1	1

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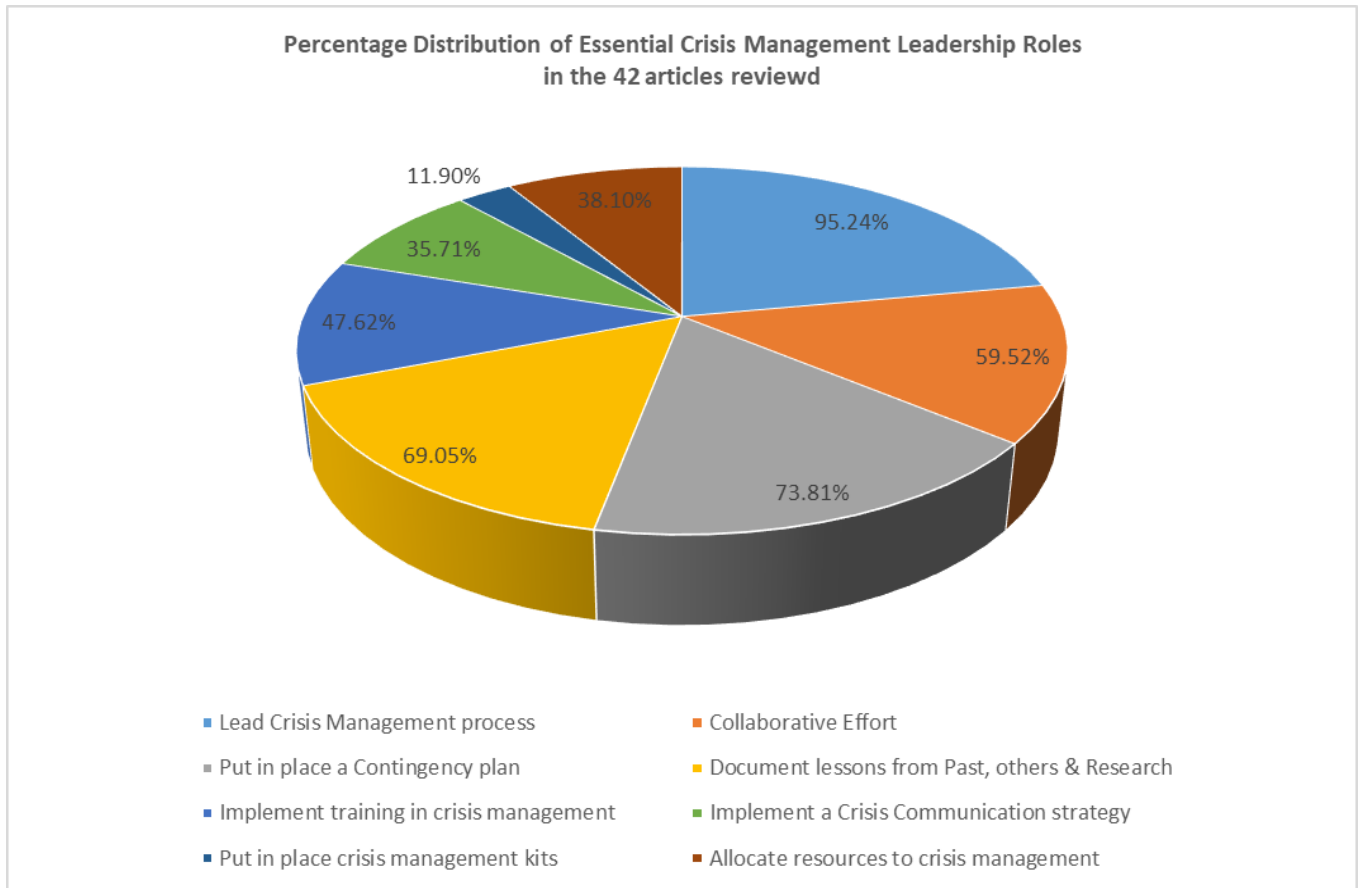
S/n	Author (s)	Year	Lead Crisis Management Process	Collaborative Effort	Put in place a Contingency plan	Document lessons from Past, others & Research	Implement training in crisis management	Implement a Crisis Communication strategy	Put in place crisis management kits	Allocate resources to crisis management
	Nguyen, D.K.									
30	Yue, A.C.	2021	1	1	1	1	0	1	0	1
31	Li, B., Zhong, Y.Y., Zhang, T., & Hua, N.	2021	1	1	1	0	1	1	0	1
32	Krishnan, C.S.N., Ganesh, L.S., & Rajendran, C.	2022	1	1	1	1	1	0	0	0
33	Petkeviciene, M.	2014	1	0	1	1	1	0	0	0
34	King, E., Norbury, K., & Rooney, D.	2020	1	0	0	1	1	0	0	0
35	Rousseau, D.M., & Have, S.T.	2022	1	1	1	1	1	0	0	0
36	Tian, Y., & Jeongwon, Y.	2021	1	1	0	1	0	1	0	1
37	Hartwell, C.A., & Devinney, T.	2018	1	0	1	1	0	0	0	0
38	Wan, Y.K.P., Li, X., Lau, V.M., and Dioko, L.	2022	1	1	1	1	0	0	0	0
39	Adro, F.J.N., & Leitao, J.C.C.	2020	1	0	1	0	0	0	0	1
40	Saputra, N., Sasanti, N., Alamsjah, F., & Sadeli, F.	2022	1	0	0	0	0	1	0	1
41	Kim, S., & Kim, J.	2014	1	1	1	1	0	0	0	0
42	Nikolaos, K., & Yiannis, T,U.	2013	1	0	0	1	1	1	0	0
Total No. of ELCMR			40	25	31	29	20	15	5	16
Percentage of ERLCM			95.24%	59.52%	73.81%	69.05%	47.62%	35.71%	11.90%	38.10%

ERLCM = Essential Roles of Leadership in Crises Management

A summary of the data in Fig.4, shown above, is presented in the Pie Chart (Fig. 5) below.

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Fig. 5, Pie Chart Showing Percentage Distribution of Essential Crisis Management Leadership Roles Appearing in the 42 Articles Reviewed



As depicted by Fig. 3, summarized in the Pie Chart (Fig.4,) above, of the 42 studies reviewed, 40 of them representing 95.24% indicated that spearheading crisis management was an essential leadership role in organisations, followed by 31 articles representing 73.81% which stated that it was a leadership role to put in place a contingent plan for crisis management, while the role of ensuring documentation of past experiences and research came at third in 29 articles representing 69.05%. The fourth most frequent leadership role appearing in 25 articles, representing 59.52%, was collaborating effort by engaging various stakeholders in crisis management, followed by implementing training in crisis management with the frequency of 20 articles, representing 47.62%. Further, leadership role of allocating resources to crisis management programmes; implementing crisis communication strategy; and putting in place crisis management kit, were highlighted in 16, 15 and 5 articles, representing 38.1%, 35.71% and 11.9%, respectively.

The study attempted to integrate roles from different articles thereby providing a comprehensive access to many essential roles in one article. The results of this study showed that most articles, 40.47%, consisted of an average of four out of the eight essential roles identified. None of the articles comprehensively addressed most of the essential roles of leadership in managing crises. The study results may be helpful to further research on leadership perspective of managing crises in organisations.

4.0 LITERATURE REVIEW

This section presents the literature that was reviewed, related to the study. It provides an account of ideas and findings that were established in previous studies.

Robert and Gephart, (1993), studied on risk and blame in disaster sense making, in which it was concluded that, theories of organization have emphasized the primacy of order and the myth that good management can prevent risks and danger. Dutton and Ashford, (1993), conducted a study on selling issues to top management and concluded that, choosing what issues should receive attention in organizations and understanding how they should be interpreted remain critical yet difficult processes for top management to do alone or to control explicitly. He further stated that, top managers who create this capability may gain an adaptation advantage as they lead their organization within increasingly complex and turbulent environments. Pearson and Clair, (1998), conducted a study on reframing crisis management in which it was noted that, crisis management research must fit

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the reality of practice. Accuracy and impact of this field-for both research and practice-demanded concerted bridging between academics and managers.

Lan, (1997), conducted a study on a conflict resolution approach to public administration, where it was observed that, Public Administrators adopt a decision rule of conflict avoidance rather than actively identifying and analysing conflicts and seeking strategies to resolve them. Carpenter and Fredrickson, (2001), studied on top management teams, global strategic posture, and the moderating role of uncertainty in which it was, demonstrated how the complexity surrounding globalization makes it particularly germane to the study of TMT demographic effects and that such complexity provides a unique context for assessing the moderating role of uncertainty. Papadakis, Lioukas and Chambers, (1998), studied on strategic decision-making processes: the role of management and context in which it was noted that, results support the view that strategic decision processes are shaped by a multiplicity of factors, in all these categories. But the most striking finding is that decision-specific characteristics appear to have the most important influence on the strategic decision making process, as decisions with different decision-specific characteristics are handled through different processes.

Boin and Hart, (2003), studied on public leadership in times of crisis where it was observed that, Leaders need to formulate a crisis-management philosophy, which can help to negotiate the inherent dilemma of reparation and reform. Crisis-induced reform creates exceptional challenges for the long term. Leaders should not push reform without considering opposite arguments. If they use the crisis to ignore critics, they will mobilize their own opposition at a time when their performance is already under scrutiny. Zaleznik, (1990), conducted a study on the leadership gap where it was argued that, the newly emerging corporation could not sustain the irrationality of autocratic leaders. However, the antidote of the managerial mystique overlooked the need for personal influence as the driving force for economic growth and human satisfaction.

Pynes and Tracy, (2007), studied on flirting with disaster, where it was concluded that, there was realisation on the need to provide foresight to behavioral and mental health services should a disaster occur. Kaplan, Laport and Waller, (2013), conducted a study on the role of positive affectivity in team effectiveness during crises in which it was argued that, homogeneity in PA leads to greater team effectiveness by reducing the amount of negative emotions that team members experience during crises. Bessant, Rush and Trifilova, (2012), studied on jumping the tracks': crisis-driven social innovation and the development of novel trajectories in which they observed that, there is significant radical innovation taking place under crisis conditions which contribute to the 'greater good'. The ability to scale these and make a wider contribution may depend on changing mindsets and adoption behaviour in established organizations and institutions as much as on entrepreneurs creating new solutions.

Mann, (2014), studied on human resources and emergency planning: preparing local governments for times of crisis and argued that, if involved in planning, HR managers could address typical HR issues such as compensation, retention, recruitment, and task re-orientation that become more difficult following a disaster. Moynihan, (2008), studied on learning under uncertainty: networks in crisis management, wherein, it is argued that, it is a mistake to generalize from any single type of crisis to all others or to expect patterns of learning to occur in exactly the same way. The forms of crisis learning identified in the END case are relatively broad, and some will be applicable to more time-intensive crises. Majchrzak, Jarvenpaa and Hollingshead, (2007), conducted a study on coordinating expertise among emergent groups responding to disasters, in which it was argued that, many managers avoided conflict and even see the presence of conflict as a managerial weakness. However, experiencing rare and unusual events richly, and thereby learning from them, requires conflicting perceptions and interpretations. Middle managers, are in a unique position to help organizations experience unfolding events richly by encouraging divergence in the early stages of interpretation and convergence in later stages.

Marshall and Goldstein, (2006), conducted a study on managing the environmental legitimating crisis, and observed that, the democratization of environmental decision making was, in part, an adaptive response by natural resources agencies to avoid an environmental legitimization crisis. Pearson and Kirby, (1993), conducted a study on crisis management and civil unrest: seeing the la riots through an industrial lens and observed that, Treating employees (and their insights) with respect had multiple payoffs during civil unrest. Time invested in meeting, planning and testing procedures with external stakeholders, assured shared expectations and mutually adaptable resources (such as common radio frequencies), as well as an opportunity for getting to know and "read" each other. Maintaining open dialogue with customers about the possibility of service interruptions improved the organization's ability to recover from riots and strengthens relationships with customers.

Pauchant and Douville, (1993), studied on recent research in crisis management: a study of 24 authors' publications from 1986 to1991, in which it was noted that, knowledge and practice in crisis management would only increase in the future if more researchers and managers embrace what existentialists had called "the courage to be" and "the courage to create" and this was

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perhaps their most positive side, that to manage an organization, to conduct research, or to teach students, there was need to be deeply human, facing bravely and responsibly the necessity of both death and life. Mahon and Cochran, (1991), conducted a study on fire alarms and siren songs: the role of issues management in the prevention of, and response to, organizational crises in which they noted that, an organization prepared itself for crisis, and how it performs in a given crisis are distinct areas of action and evaluation. Issues management can serve as an important aid to the preparation and anticipation of organizational crisis. Well-coordinated and planned issues management served to complement strategic planning.

Christensen, Rykkja and Lægreid, (2016), studied on organizing for crisis management: building governance capacity and legitimacy in which they argued that, there was no optimal formula for harmonizing competing interests and tensions or for overcoming uncertainty and ambiguous government structures. Flexibility and adaptation were key assets, which were constrained by the political, administrative, and situational context. Somers and Svava, (2009), conducted a study on assessing and managing environmental risk: connecting local government management with emergency management and noted that, Professional local managers had a responsibility to ensure that their communities were prepared for any kind of disaster natural or man-made. They must seek to identify and prepare for all risks, regardless of which threats were receiving official attention in the programs of the federal and state government and were salient to the public.

Kelly, (1970), studied on the organisational concept of leadership and stated that, the efficiency of executive management is probably the most important single factor influencing the productivity of the work group. Empirical studies of executive behaviour showed quite clearly that many managers were greatly concerned with the problems that had arisen at the boundary of the role as it was traditionally described and that such managers were greatly concerned with this problem of redefining the boundary interface between themselves and other organisational members. Roux-Dufort and Vidaillet, (2003), conducted a study on the difficulties of improvising in a crisis situation: a case study in which they, highlighted a lack of improvisation in the management of the crisis - which, in their opinion, led the actors to take inappropriate decisions in relation to the event.

Barth, (2010), studied on crisis management in the Catholic Church: lessons for public administrators, wherein he stated that, it was important to consider that the reason for failures such as the church crisis was not that there was a lack of theory, but that leaders did not fully comprehend and absorb the significance of existing theory. McGuire and Schneck, (2010), conducted a study on what if hurricane Katrina hit in 2020? The need for strategic management of disasters and noted that, Emergency managers and those who study the emerging field within Public Administration needed to understand and appreciate a variety of disciplines. If viewed from one discipline or viewpoint, it is highly likely that important information, data, and insights would be missed, inhibiting the ability to completely understand individual catastrophes.

Waller, Lei and Pratten, (2014), studied on focusing on teams in crisis management education: an integration and simulation based approach and demonstrated that, overall, given the increasingly dynamic and un- predictable nature of organizations' environments, management educators' ability to prepare students for their roles as members and leaders of CMTs rested upon both a solid understanding of CMT capabilities and on the development of rich educational contexts that allowed students the opportunity to experience crisis dynamics. Kahn, Barton and Fellows, (2013), conducted a study on organisational crises and the disturbance of relational systems, where it was demonstrated that, crises could also be transformational, offering both significant opportunities for positively altering the health of people and their relationships.

Sharma et al, (2020), conducted a study on managing uncertainty during a global pandemic: an international business perspective and found that, crisis had shown the importance of informational uncertainty and the growing role and influence of direct communication and social media, with inconsistent news and communication from different sources causing confusion and panic. Schaedler, Graf-Vlachy and Konig, (2021), conducted a study on strategic leadership in organizational crises: a review and research agenda and stated that, by explicitly identifying promising avenues for future research and by outlining concrete recommendations on how to pursue them, the review enabled and stimulated further research. Hoang Nguyen and Nguyen, (2021), conducted a study on corporate immunity, national culture and stock returns: start-ups amid the covid-19 pandemic and noted that, the COVID-19 negative impact was relieved in societies where people were more collectivistic and cooperative, less tolerant towards uncertainty, and more long-term oriented. Additionally, overall, the results supported the consolidation of corporate capacities and suggested policymakers to consider national culture when formulating COVID-19 or similar infectious pandemic strategies.

Yue, (2021), conducted a study on navigating change in the era of covid-19: the role of top leaders' charismatic rhetoric and employees' organizational identification, where he argued that, top leaders' use of charismatic rhetoric during change led to followers' affective commitment to change, which decreased their turnover intention.

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Furthermore, employees' organizational identification moderated the relationship. When employees have low identification with their organizations, top leaders' charismatic rhetoric to address the immediate change was more needed. Li, Zhong, and Hua, (2021), conducted a study on transcending the covid-19 crisis: Business resilience and innovation of the restaurant industry in China, whereas, findings showed five dimensions of innovative strategies at two different stages: pandemic prevention and control, government and community, corporate social responsibility, marketing response, and management response at the stage of emergency responses; and pandemic prevention and control, cooperation with third parties, customer service innovation, product innovation, and innovative marketing strategy at the stage of recovery efforts.

Krishnan, Ganesh and Rajendran, (2022), conducted a study on entrepreneurial interventions for crisis management: lessons from the covid-19 pandemic's impact on entrepreneurial ventures, whereas it was conceded that, the Elvs model highlights the applicability of contingency theory and provides a pragmatic solution for formulating a crisis management strategy and improving the dynamic resilience of an organization. Petkeviciene, (2014), conducted a study on crisis management to avoid damage for corporate reputation: The case of retail chain crisis in the Baltic Countries, in which it was observed that, organizations of all types and sizes should take crisis management seriously and have at least basic knowledge on the issue as crises were considered as one of the biggest threats for corporate reputation. King, Norbury and Rooney, (2020), conducted a study on coaching for leadership wisdom and observed that, wisdom required habits of wise decisions and intentions. Wisdom matters most when facing unique challenges. They further noted that, the developmental process of embodying wisdom was ongoing and required teachers and guides.

Rousseau and Have, (2022), conducted a study on evidence-based change management, in which they observed that, quality evidence and the practices it gives rise to transform the change process, build trust in change leaders and actively engaged members at all levels. Tian and Yang, (2021), conducted a study on deny or bolster? a comparative study of crisis communication strategies between trump and Cuomo in covid-19, wherein they, demonstrated practical implications including online crisis messaging recommendations that fostered public trust during politicized, polarized health emergencies and cultivate grounds for information exchange beyond partisan barriers It was further argued that to tackle the pandemic, both politicians needed to integrate societal and institutional resources and strengthen public solidarity.

Hartwell and Devinney, (2018), conducted a study on populism, political risk, and pandemics: the challenges of political leadership for business in a post-covid world and, revealed its relevance and ability to incorporate novelty but also how theoretical development could be motivated by new – and especially surprising - events. They stated that it was incumbent on IB scholars whose work deals with political uncertainties and institutional environments work to take into account more about the personalities of the key agents of influence in institutional environments. Wan, et al, (2022), conducted a study on destination governance in times of crisis and the role of public-private partnerships in tourism recovery from covid-19: the case of Macao and argued that, success scored in countering the covid-19 pandemic was due not only to its close-knit development and step-by-step approach, but also the timely intervention of the Macao government and its crisis leaders in guiding and fostering the partnership.

Adro, et al, (2020), conducted a study on leadership and organisational innovation in the third sector, in which they, gave an alerts on the importance of the human capital that made up the organization, as well as that of the uncertain environment their NPO belonged to. Saputra, et al, (2022), conducted a study on strategic role of digital capability on business agility during covid-19 era and, clarified the indirect impact of digital capability on firm performance and provided the mediating role of business agility and ambidextrous leadership on the relationship between digital capability and firm performance at public companies. For developing business agility, they further added that top management was recommended to be more explorative with strengthening opening behaviours rather than exploitative which tended to be closing behaviours in leading the business. They further stated that Digital capability could be utilized for supporting implementation of ambidextrous leadership and development of business agility.

Kim, et al, (2014), conducted a study on integration strategy, transformational leadership and organizational commitment in Korea's corporate split – offs, wherein it was noted that, factors of integration strategy were relevant to influence affective organizational commitment. Inspirational motivation and individualized consideration were statistically relevant to explain affective commitment. Nikolaos and Yiannis, (2013), conducted a study on the leadership's information system of new performance management practices after mergers & acquisitions, where it was observed that, Leadership information system was important as this revealed from the fulfilment of employees expectations.

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5.0 DISCUSSION

Through systematic literature review, the study ascertained eight leadership roles essential for crisis management. This study adopts the description of crisis management to refer to a series of activities taken to deal with the disaster, where, disaster is defined as rapid, instantaneous or profound impact of the environment upon the socio-economic system (Alexander 1993, cited in Ping, Cui and Pan, 2014). The discussion herein will be addressed under the three main objectives of this study, which were: to identify essential roles of leadership in crisis management in organisations; to ascertain the extent to which the roles were addressed in the studies reviewed; and to explain each of the identified leadership role in crisis management.

5.1 Essential Roles of Leadership in Crisis Management in Organisations

As indicated in the previous section 8 leadership roles were identified from the 42 articles reviewed, as essential in crisis management in organisations. These were spearheading the crisis management process, collaborating effort of various stakeholders for crisis management, putting in place a contingency plan, ensure the documentation of past experiences from within and outside the organization including undertaking research. Additionally, implementing a training for crisis management, implementing crisis communication strategy, putting in place crisis management kit and allocating resources to crisis management activities.

5.2 Extent to which the roles were addressed in the studies reviewed

The review showed that most articles addressed a few leadership roles. Emphasis was placed on a few roles. None of the 42 articles reviewed, covered all the 8 identified roles. The review showed that most of the roles were scattered across the articles. This proved the premise on which this study was conducted, suggesting that leadership roles were not adequately addressed in one article. The study therefore placed together various leadership roles that could be focused on in the attempt to address crises in organisations.

5.3 Explaining the Identified Leadership Roles in Crisis Management

From the articles reviewed 95.24% emphasised on leadership spearheading the role of preparation the organization for crisis. In preparation, leaders may be required to put up a contingent strategy that covers a diverse range of crises situations. Leadership is viewed as a source of competitive advantage (McCall, 1998). It is managers who make decisions in the organization and shape the ethical climate. In modern society, business is conducted in a responsible manner. Managers are more and more aware of transparency and fairness of activities (Paraschiv et al. 2012). Coombs (2007) noted that crises threaten to damage reputations because a crisis gives people reasons to think badly of the organization. If a reputation shifts from favourable to unfavourable, stakeholders can change how they interact with an organization and it is leadership heads that are placed on the chopping board.

A percentage of 59.52 of the 42 articles reviewed placed leadership at the helm of leading collaborative effort in ensuring that the organization prepare for disasters. In collaboration, leaders ought to bring together all available talents from both internal and external stake holders. Crisis management is not a one discipline effort or activity. It involves an interdisciplinary effort as various disciplines respond to crises differently and their inputs varies although they work towards achieving the same goal. Accordingly leadership role is to collaborate efforts so that there is cohesion and logic in the approach. Lack of logic may worsen the crisis situation. Amabile (1983) concedes that individuals may have certain traits and abilities that foster creativity, but whether these will actually result in achieving creative results depends on their intrinsic motivation, which is a role of leadership.

Leaders should put in place a general contingency plan. 73.81% of the articles reviewed supported this assertion, accounting for the second most number of articles. The plan should among others describe essential steps that should be followed in case of crises of various form and nature. The plan should be updated to take into consideration of the novel crises that emerge. It should have a checklist summarizing some of the essential steps and responsible persons thereof. It suffice to state that there is recognition that disasters differ in nature. However, a general checklist should at least give basic guidance to employees on some of the activities and initiatives to consider before the actual strategy is implemented based on the parameters observed. This is similar to first aid. In the absence of a qualified medical practitioner, available staff may conduct basic aid to ensure that the condition of the casualty does not worsen. Leadership should ensure that crises are classified by nature and magnitude and possible impact. Although the attempt may not be exhaustive, it would at least provide a framework that can be referenced in times of crisis. Leaders should coordinate the activity to ensure that classifications are as comprehensive as possible.

Experience is a great teacher, so says the old adage. Leadership should put in place a mechanism that record crises experienced and measures that facilitated the effective redress of the situation. Past events should cover those that happened in the organization and those outside the organization. In addition to this, Leadership should facilitate research on crisis and

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management of crises. One of the section in the organization or an individual could be identified and given the responsibility in addition to the conventional tasks. 69.05% of the articles reviewed, brought out the element of drawing lessons from past experiences and undertaking research. Leaders should proactively record past experiences that occurred. Research was likely to tap in other organizations cases and draw lessons on how they managed crises. Keeping record and brainstorming on past events help teams come up with sound solutions as there is no pressure working exclusive of a crisis situation, unlike decisions made in crises which are predominantly reactive to the situation and may not be the best.

Further, 47.62% of the articles reviewed placed training as an important facet in managing crises. A common adage states that, "if you think training is expensive, then try ignorance. Training is an important element for the impartation of knowledge. Leadership should coordinate and allocate sufficient resources to the Training function that specifically focus on crises management. Training is not a one off activity but continuous to help employees get abreast with modern trends. Training and re-training can help employees to better prepare for crisis. Training could be practical to include drills such as those done at airports. Moreover, organizations learn from experiences of new crises with time and should therefore update their curriculum to incorporate new trends. For instance the novel corona virus, which came with it, different ways of handling and management. Organisations including medical facilities lost a significant number of staff in the learning process of managing Covid-19. Lessons were drawn, which the curriculum on managing crises of identical nature.

Communicating channels and protocols are essential aspects of managing organizational crises, which accounted for 35.71 of the articles reviewed. Establishing these channels is an essential role of organizational leadership. Most organisations have hierarchical structures. The structures, bureaucratic in nature may cause serious bottlenecks in disseminating information. Leadership should have a contingent plan in communication. They should not only depend on the top leadership to make certain decisions. Teams should be made within the organisation and teams leaders given some level of authority to make decisions that patterns to crises. It should be spelt out outlining their responsibilities in an event that they fail to collaborate with top leadership or the unit responsible for decision making. Team leaders should be in position to guide on certain matters to manage or arrest the situation or ease the adverse effects. Leadership can put in place alternative communication channels such as walkie talkies in case the network or landline communication was not available in the wake of a deserter. Consideration can also be made for establishing a central communication system where announcements can be made reaching out to all organizational staff, to be managed by a selected number of personnel to avoid abuse.

Placing disaster kits in organisations is an essential role that leadership should ensure. Although the role appeared in only 5 of the 42 articles representing the least suggested roles at 11. 90%, it was essential in managing organizational crises. This activity entails putting in place items, such as, first aid kit, maintain a room for immediate emergencies with basic medical supplies. Additionally, a standby vehicle that can be considered to act as an ambulance. Some staff can also be trained in first aid.

The last but not least important leadership role in crisis management is to facilitate the establishment of a fund that should support crises situation. Guidelines should equally be generated to spell out how the resource envelope could be utilized. A total of 16 out of the 42 articles reviewed highlighted the importance of this aspect. Considering that disasters differ in nature, size and impact, it may be argued how then the leadership would come up with an estimate. A mere line of resource allocation on the budget is sufficient recognition of possible occurrence of crises and reflect the level of preparedness. A slice is better than nothing. A little allocation can meet the cost of a few preliminary issues pertaining to management of a crisis. Moreover some crisis may not even require a "ngwee" (cent) to manage.

6.0 CONCLUSION

While there is recognition that crises are not predictable, therefore challenging to manage, the role of leadership cannot be overemphasized. Leadership is the bedrock as it carries the mantle in crises management. Leadership is critical and leaders should take position if crises were to be managed in the best possible way. If leaders fail to play their roles, then someone else will take up the challenge but unfortunately may mislead the flock. This article has laid a theoretical foundation for crisis management and resilience based on evidence from 42 articles reviewed. Findings suggested eight essential roles in managing crises. They collaborate effort, implement contingency plans and learn from the past through research. Additionally, leadership facilitate training on crisis management, establish a crisis communication strategy and crisis management kit, and allocate resources to crisis management activities. Preparation is far much better than waiting for a crisis to happen and determining what to do based on the identified parameters. The back stocks at leadership. Ultimately, leadership should consider putting in place crises management policy in organisations. The policy would spell out essential guidelines that would provide a checklist for managing crises in organisations. A policy will describe and define all other element that were discussed in the previous

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section and would unarguably make a difference in managing organisational crises. Results of this study provide a framework that have all identified essential leadership roles in managing crises. The framework, may be helpful to further research on leadership perspective of managing crises in organisations. This may inform the development of more coherent theories that might enhance management of disasters in organisations.

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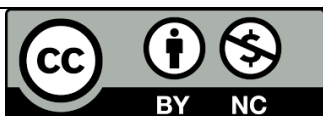
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