

## **Implementation of a leadership-style management system and examining its impact on organizational productivity**

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### **1-1- Abstract**

The purpose of this article is to implement leadership-style management and examine its impact on organizational productivity in the context of a manufacturing plant (Iran Cable Manufacturing Company ). The research method is based on practical purpose. In this research, leadership was implemented in different ways in the organization and its effect on the factors affecting the organization's productivity time, which includes 1- increasing the amount of production 2- reducing the production time 3- reducing the amount of waste 4- reducing the start-up time 5- consumption of materials Primary 6- Rework 7- Device breakdowns were analyzed and investigated. And finally, the main premise of

the research, that is, "leadership style management is effective on the organization's productivity", is confirmed.

**Keywords:** Leadership, organization productivity, employees

### **Introduction**

In the current era, advancement and success in any organization require improving its productivity. Organizations that remain static in the face of various environmental changes, both internal and external, not only fail to achieve the desired success but also jeopardize their survival. Several factors contribute to the above goal (organizational productivity), one of the most important of which is the skills and leadership styles within the organization (Abasalan et al., 2015). Therefore, organizational leaders must give special importance to these skills to continue their existence in today's challenging world. Efficiency is a key component for organizations to thrive in the current competitive landscape. Creating a culture of productivity results in organizations making the best use of both material and spiritual resources. This allows for the constant development of the hidden talents and capabilities of the organization (Ansari & Sabzali, 2009). The topic of leadership has been a focus of research for a long time, attracting attention from scholars, researchers, and regular people alike (Avolio, 1999). The importance of examining leadership and its influence on organizations is unquestionable, and studying this subject is crucial for modern organizations (Shoraj & Mimitaj, 2017). Numerous previous studies have shown a strong connection between leadership and the performance and effectiveness of organizations (Nikookar Gohari, 2021).

### **1. Methodology**

This investigation is of a quantitative nature and falls under the category of applied research due to its goals. The study gathered theoretical

information using library methods, and obtained other data using field methods. The information was gathered from the daily reports of factory staff and field data from all units and their staff members.

The focus group is the Iranian cable production plant, made up of 150 workers, encompassing all personnel at the facility.

This paper seeks to help in comprehending the application of leadership style management and how it affects organizational productivity.

Primary inquiry: Does the introduction of leadership-focused management have a positive impact on productivity within an organization?

## ۳. Problem Statement

### 3.1. Leadership

Leadership is a type of social power that inspires employees to work towards accomplishing the goals of the organization voluntarily. Leadership style refers to the way in which a leader decides to direct the actions of group members (Sohaili Anaraki, 2016).

Leadership style is the result of a leader's actions and beliefs that create a consistent pattern in how they interact with members of a group (Dubrin, 2004). Batt and colleagues (2012) suggest that leadership style involves how a leader influences subordinates' behavior, makes decisions on group leadership, and balances achieving group goals with maintaining group unity (Shayemi Barzaki et al., 2016).

Although leadership is a familiar concept, there is still no consensus among experts on a single definition. Different scholars, such as Howard (2005), Nortis (2001), and Owens (2004), offer varied definitions of leadership. Lali, summarizing Howard and Nortis, proposes a straightforward explanation of leadership: "Leading is a form of communication through words and actions, providing guidance, encouragement, direction, and assistance to reach set organizational objectives" (Atahri et al., 2012). The significance of leadership is so great that it is now widely believed to be the essential element for building and maintaining successful organizations in the twenty-first century, not just at the top but at all levels where leadership skills should be cultivated (Zarei, 2012).

Many researchers have concluded in their studies that leadership has a positive and significant impact on organizational performance (Sila & Ebrahimpour, 2005; Abdulaziz et al., 2013; Briwart et al., 2014; Ogbonna & Harris, 2000; Zhou et al., 2005; Carmeli & Schaubroeck, 2006; Jing & Avery, 2008; Shi et al., 2010). Leadership also has a positive effect on organizational stability (Daplet, 2003), innovation, and organizational adaptability (Maford et al., 2002; Ralyn, 2005), job satisfaction (Arnold et al., 2000; Shima et al., 2015), team performance (Ba's & colleagues, 2003; Ansley et al., 2006; Carson et al., 2007; Schaubroeck, 2007), and social responsibility (Enwachukwu et al., 2017). Researchers have examined visionary leaders who positively impacted organizational growth and success (Eberle, 2007). The results of these studies emphasize that leaders' focus on the

company's vision leads to greater success (Chinar & Kaban, 2012); researchers state that this type of leadership leads to improved stability and sustainable performance in companies (Collins & Porras, 1994; Avery, 2004; Kantabutra, 2006; Rafferty & Griffin, 2009; Avery & Bergsteiner, 2010) as well as organizational effectiveness (Podsakoff et al., 2009; Walker, 2011; Taylor et al., 2014; Damika, 2016).

### 3.2. Organizational Productivity

The term “productivity” is the English translation of the word “Bahrevari” and refers to the power and capability to produce. In the Encyclopedia Britannica, productivity in economics is defined relatively as what is produced compared to what is needed for production. In the Oxford Dictionary, productivity is defined as efficiency, which is measured in industry by comparing the amount produced to the time spent or the resources consumed in producing it (Nasiri, 2020). Furthermore, Drucker states that studying and examining the history of leading organizations reflects their human resource capabilities (including employees and management) and their ability to continuously improve their achievements. Humans have long sought to use their available abilities, facilities, and resources in a useful, efficient, and fruitful manner (Kakaye Nejad et al., 2023). Efficiency, effectiveness, and productivity are the essence of organizations that can ensure their sustainability and survival and provide a pathway to gaining a competitive advantage (Mahdiyar, 2023). In today's era, this matter has received more serious attention than ever before. The limitations of available resources,

increasing population, and the growth of human needs and desires have led stakeholders in the fields of economics, politics, and management of society and organizations to prioritize productivity enhancement in their programs (Taheri, 2014).

### 4. Data Analysis

To implement leadership-style management, the following actions were taken:

4.1. Initially, the organization's vision, objectives, and tactics were revised, with a focus on consistently communicating the vision to employees and motivating them to work towards it. To enhance and boost the organization's efficiency and effectiveness, a SWOT table was created using a PESTLE method. Next, the PDCA system, also referred to as Deming's cycle or the continuous improvement cycle, was applied according to the SWOT analysis to effectively plan and enhance organizational efficiency.

1. PLAN: Setting goals and performance planning for employees in alignment with the organization's objectives.
2. DO: Continuous coaching and supervision.
3. CHECK: Performance evaluation and providing feedback.
4. ACT: Analyzing and reviewing performance and making improvements.

The Inputs to the management system based on PDCA are:

1. Organizational goals and strategies
2. Organizational values

3. Defining job descriptions, responsibilities, and qualifications

4. Establishing mechanisms for rewards and penalties.

Then, the Deming cycle is designed step by step as follows:

#### 1. PLAN:

- Defining goals and expectations for employees (goals and expectations should be SMART—Specific, Measurable, Achievable, Relevant, and Time-bound—and should be challenging and aligned with the organization's strategies).

- Determining evaluation indicators (results and behaviors).

- Setting target criteria for each indicator.

- Preparing and drafting a performance agreement.

#### 2. DO:

- Providing necessary resources for employees.

- Supporting and backing employees.

- Continuously monitoring employee performance.

- Providing continuous and frequent feedback to employees.

- Training and empowering employees.

#### 3. CHECK:

- Identifying performance gaps for employees and raising their awareness as follows:

- Evaluating employee performance based on performance indicators.

- Identifying employees' strengths and weaknesses and determining positive and negative behavioral examples.

- Preparing and presenting performance reports to employees and, if possible, ranking them.

- Holding meetings with employees and providing positive and negative feedback.

- Communicating achieved and unmet goals and expectations to employees.

4. ACT: This stage of treatment was designed as follows:

1. Reviewing and analyzing employee performance and diagnosing and identifying the root causes of undesirable employee performances and behaviors.

2. Identifying the talents, capabilities, and potentials of employees.

3. Identifying employees' training needs for their growth and development.

4. Determining necessary actions and solutions to correct and improve employee performance with their participation.

5. Preparing and drafting individual development plans for employees with their involvement.

6. Awarding bonuses to employees with excellent performance.

4.2 In order to help employees develop, empowerment initiatives included

implementing the Eisenhower matrix, as well as providing mentoring and coaching opportunities for them. Challenges were introduced to facilitate problem-solving and employee growth through the responsibilities (empowerment) entrusted to them.

4.3 In order to support employee growth, a training department was set up, sending employees to classes both inside and outside the company depending on their roles. Furthermore, staff members were dispatched to tour factories and knowledge-based businesses in order to gain insights from their practices. A learning guide was created and handed out to all departments in the factory for workers to record all of their new knowledge. Workers were given access to complimentary educational resources and instructional videos. Boards focused on education were established in particular areas of the organization to draw attention. These boards are created with the ability to change posters, and each educational poster comes with a QR code for employees to scan and access pages made for cultural growth. The organization also incorporated the gamification training approach.

4.4 To benefit employees, a welfare unit was created, which includes a voucher system for buying items and going to entertainment venues.

4.5 The 5S methodology was implemented in the organization.

4.6 The knowledge management system was implemented in the factory.

4.7 A technology management unit was established, and subsequently, through foresight methods, the R&D unit, CRM unit, and engineering unit were set up in the factory.

4.8 Establishing a performance evaluation system: The performance evaluation system should be clearly explained to all employees so they understand what is expected of them and how they should perform their duties correctly (what their key performance indicators are). When the performance evaluation system is transparent, fair, and applied to everyone, employees feel that their performance is acknowledged and treated accordingly. When employees sense that their performance is recognized and know what they need to do for their career advancement and receive appreciation, hope gradually develops within them.

The following conditions were considered in the performance evaluation:

1. Goals must be clear.
2. They must be measurable (quantitative).
3. They must be challenging (not easily achievable).
4. They must be time-bound.
5. They must align with the organization's objectives.



6. They must be achievable (not unrealistic).
7. They must be mutually agreed upon by management and employees.

In terms of performance evaluation, the following three points were considered:

1. The tasks that employees should or should not perform were included in the performance evaluation.
2. For negative feedback, the consequences of their work were communicated to them, and solutions for improvement were requested from them as well as providing our own suggestions.
3. Employee input was utilized, as this gave them a sense of ownership over their work, and since they felt that they had articulated the statements themselves, they were more likely to follow through. Feedback helps employees achieve self-awareness so they can repeat their good actions and improve their bad ones. The information provided as feedback to employees should clearly indicate where they are performing well, so they can repeat it, and where they need improvement. These meetings were held weekly with the employees present along with their unit manager.

¶/¶ Managers should regularly meet with employees to provide updates on current and future news and information about the organization for clarification (Behzad Aboualalay, 2012). Keeping employees informed about the organization's goals, developments, and plans, while also maintaining transparency, makes them feel like insiders within a family. They feel that they play a crucial role in the work and the

organization. This emotion drives and inspires them to put in more effort.

4.10 The reward and incentive systems were re-engineered: There is significant evidence indicating that employees consider not only the actual amounts of their salaries and rewards but also pay attention to relative figures. They evaluate their abilities, work history, talents, and hard work against the compensation, perks, and prestige provided by the company. Next, they survey their surroundings in search of additional standards for comparison. They measure themselves against friends, family, neighbors, coworkers, and even peers from different companies or past positions, resulting in one of the following outcomes:

- They have been treated fairly.
- They have been under-evaluated.
- They have been over-evaluated.

Being treated fairly boosts motivation in a good way. When employees believe they are being treated fairly and their salaries and benefits are appropriate for their qualifications, they are motivated to perform more efficiently and diligently.

To foster motivation in the organization, the following strategies were implemented:

1. Creating a Praise Board: A few employees are assigned to take photos of exemplary behaviors, and once approved by the managers, the photos will be displayed on the Praise Board with a caption.
2. Providing Disposable Cups: Each week or month, provide all employees with a

disposable cup and ask them to suggest a slogan they like, which will then be printed on the cup.

3. Delegating Authority Using the Eisenhower Model.
4. Organizing Group Recreational Activities: Such as hiking or football.
5. Providing Recreation Vouchers: Such as free vouchers for the pool or a garden.
6. Selecting an Employee of the Year: In the presence of their families at the end of each year.
7. Sending Employees to a Training Course: Based on the employee's choice (especially for the younger generation).
8. Appreciating Employees in Front of Their Peers.
9. Creating Badges and Awarding Them to Exemplary Employees.
10. Recognizing Employees by Managers on Social Media.
11. Providing Mentoring Opportunities.
12. Highlighting the Employee of the Month on the Website.
13. Creating a Gratitude Box: Set up a box where anyone can express appreciation for others, which will be read aloud by management or a representative weekly or monthly.
14. Purchasing Snacks: For example, ice cream should be purchased every two weeks and distributed among employees during the day.
15. Assigning Responsibilities Based on Employees' Interests:
16. Providing Cash Bonuses as Incentives.

17. Having a Suggestion Box: Offering cash rewards according to a specified guideline for the top three suggestions.

It is also important to note that the following points were considered for awarding bonuses:

1. Bonuses are not given to everyone and are for those who have gone above and beyond their duties.
2. Each person should receive a bonus commensurate with their performance; the bonus should reflect the work done.
3. Bonuses should be performance-based; rewards should be given for achieving targets rather than mere attendance.
4. Reward metrics should align with the organization's strategy and goals.
5. Bonuses should not be solely monetary.
6. Rewards serve as tools for cultural development, so they should be public and the reasons for them clear.
7. All employees should have equal opportunities to receive rewards.
8. Bonuses should be motivating.
9. Rewards should be given immediately after good performance.
10. The reward system should have clear guidelines and mechanisms.

4-11. Utilizing Spirituality in the Organizational Environment.

4-12-1. Ziyarat Ashura: Every Tuesday, Ziyarat Ashura is recited in both Arabic and Persian, followed by discussions about the personality of Imam Hussein (PBUH). The qualities of Imam Hussein (PBUH) are highlighted, along with the reasons for his uprising, which are clearly articulated as moral vices. This discussion then extends to how these qualities

are defined in the present time and in the current workplace, including how proper behavior should be.

4-12-2. Holy Quran: On even-numbered days, the Quran is recited both in Arabic and Persian, followed by a commentary and discussion. The verses chosen are more aligned with the organization's current situation. The commentary is updated to reflect current circumstances, and discussions are held around it.

4-12-3. Nahj al-Balagha: Once a week, on Sundays, Nahj al-Balagha is read in Persian. After the reading, its commentary is discussed, linking it to the current state of the organization, followed by exchanges of views.

4-12-4. Biographies of Martyrs: Books detailing the biographies of prominent martyrs, such as Martyr Ibrahim Hadi and Martyr Bolourchi, are distributed to the organization's employees. To ensure understanding of the material, the following actions are taken:

1. Competitions are held within the organization, and prizes are awarded to winners in the presence of their families.

Employees are allowed to post important quotes from the book in the staff group under their names.

Management engages in discussions (bilateral) with employees related to the topics of the books.

4-13. A psychology team, including an industrial psychologist and family members, was added to the organization.

4-14. Process-based management was implemented as follows

1. Identifying Processes: This includes:

- 1.1. Identifying existing processes
- 1.2. Identifying necessary but non-existent processes
- 1.3. Identifying processes related to strategic objectives
- 1.4. Classifying processes (which itself includes:

1. Product realization processes
2. Support processes
3. Monitoring and measurement processes
4. Managerial processes).

2. Preparing Process Maps of the Organization

3. Modeling and Documenting Processes: This includes:

3.1. Determining process components (which itself includes:

1. Process title
2. Process objective
3. Process inputs
4. Process outputs
5. Process indicators
6. Process scope
7. Process owner
8. Control mechanisms).



### 3.2. Preparing process identifiers

### 3.3. Preparing workflows and flowcharts for processes

### 3.4. Preparing required documentation for the process (which itself includes:

1. Implementation methods and instructions
2. Designing forms and checklists
3. Databases
4. Regulations).

### 4. Implementing and Improving Processes:

4.1. Process planning, which includes determining evaluation periods, current and target criteria, and assigning measurement responsibilities.

4.2. Process execution, which includes providing resources, training and briefing personnel, coaching, and continuous supervision.

4.3. Monitoring and measuring processes, which includes evaluating the effectiveness and efficiency of processes and determining non-conformities.

4.4. Examining and enhancing procedures involves evaluating processes statistically and making continuous enhancements through bar charts, Pareto charts, cause-and-effect diagrams, and subsequent corrective measures.

4-15. In order to be an inspirational leader, one must take actions with complete transparency while balancing both strictness and attentiveness. Steps were taken to inspire optimism and excitement in workers,

motivating them to take courageous strides ahead.

4-16. To cultivate a culture in the organization, a document outlining the organizational values was developed and shared with employees in text and educational video formats. Ten values were presented along with both positive and negative behavior examples. The behaviors and values that were wanted to be ingrained in the culture were displayed and exhibited on the walls. Furthermore, on a weekly or monthly basis, all employees were given disposable cups with slogans or images meant for promotion.

4-17. Utilizing Maslow's Hierarchy of Needs: Another method employed to improve performance of human resources was utilizing Maslow's Hierarchy of Needs. One common issue raised by our employees is the lack of advancement opportunities despite their years of service. This sentiment stems from the fact that we are currently at Maslow's hierarchy level 1 within the organization, but have not equipped individuals with the necessary resources for progressing to higher levels. The reason they feel they haven't made progress is due to the absence of assistance.

Physiological Needs: These include basic necessities such as money, food, and clothing, which are fulfilled through salary received from the factory. Additional methods to address these needs include salary increases, receiving holiday bonuses, receiving shopping vouchers, and purchasing winter clothing.

Safety Needs: This must be established through job security.

**Social Needs:** Support for marriage, the desire to be liked, and the need to be part of groups can be fulfilled through external training opportunities and being recognized by outsiders, visiting other factories and exhibitions as factory representatives, and having coffee time together.

**Esteem Needs:** Employees need to feel validated and appreciated. For example, conducting a ceremony to honor the best employee at the end of each year with an award presented in the presence of their families and

organizing visits to other factories can help fulfill this need.

**Self-Actualization Needs:** Workers aim to achieve their utmost capability and make a beneficial impact on others. This can be done by establishing a clear vision of the importance of their work, enrolling employees in courses to improve their professional and personal growth, and hosting quarterly meetings to recognize their impact on the organization's successes.

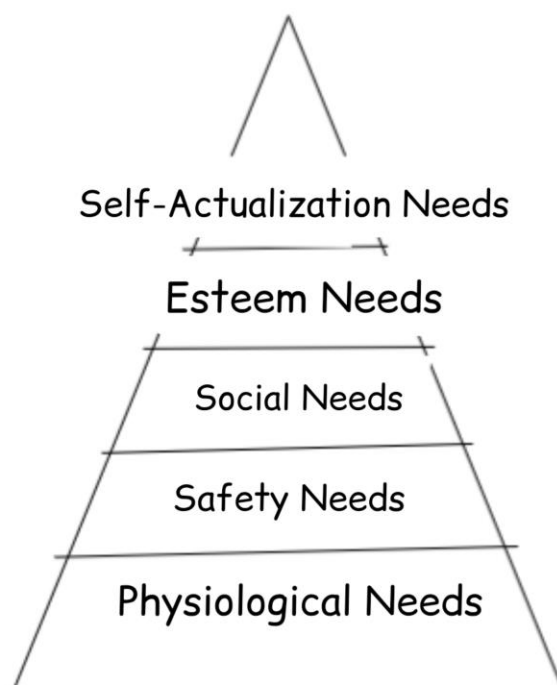


Figure 1: Maslow's hierarchy of needs.

4-18. To better identify and utilize employees' talents and place them in the right roles, MBTI, DISC, and NEO assessments were employed.

4-19. For conflict management, actions were taken to reach a win-win agreement through dialogue and negotiation, considering the interests of all parties involved.

4-20. The PROACT method was used for risk management.

4-21. Four principles were emphasized:

1. Individuals and interactions take precedence over tools and processes (It is important to note that tools and processes are not to be eliminated, but individuals and interactions should be prioritized).
2. Effective output is more important than comprehensive documentation.

3. Customer interaction takes priority over contractual negotiations.

4. Responsiveness to change, even if delayed, takes precedence over a predetermined plan (As plans can change, being responsive and welcoming to changes becomes crucial for maintaining organizational dynamism and agility).

## **5– Conclusion**

After six months of implementing leadership-style management, the impact on productivity-influencing factors was analyzed. This included:

1. Increased production levels
2. Reduced production time
3. Decreased waste levels

4. Reduced setup time
5. Consumption of raw materials
6. Reduced rework
7. Equipment breakdowns

The obtained results show that managerial leadership style has a positive impact on organizational productivity, thus supporting the research hypothesis. This study can be used as a beneficial model for other manufacturing firms in Iran, showing the

factors that can enhance their organizational productivity. It should be emphasized that this research has exclusively examined organizational leadership as a style of management. Future studies could investigate additional variables that play a role in enhancing productivity within organizations or assess how leadership styles affect different influencing factors in organizations. Furthermore, it is important to address and examine challenges that result in lower productivity within organizations.

Table 1: The amount of cables produced as a function of a length multiplier.

The amount of cables produced as a function of a length multiplier			
Difference	After implementation a multiple of ) (the length	Before implementation a multiple of ) (the length	Day
+0%17	4/7	3/9	Week 1
+0%14	5/1	4/4	Week 2
+0%15	4/8	4/1	Week 3
+0%15	5/3	4/5	Week 4
+0%16	5	4/2	Week 5
+0%17	4/8	4	Week 6
+0%18	5	4/1	Week 7
+0%16	4/5	3/8	Week 8
+0%15	4/6	3/9	Week 9
+0%13	4/6	4	Week 10
+0%15	5/3	4/5	Week 11
+0%16	5	4/2	Week 12

Chart 1: The amount of cables produced as a function of a length multiplier.

Table2. The production speed of 1000 meters of cable as a function of a unit multiplier

The production speed of 1000 meters of cable			
Deference	After implementation (time unit)	Before implementation (time unit)	Cable
+%١٤	٤/٢	٢/٦	Cable١
+%١٧	٣/٦	٣	Cable٢
+%١١	٣/٧	٣/٣	Cable٣
+%١٩	٤/٣	٣/٦	Cable٤

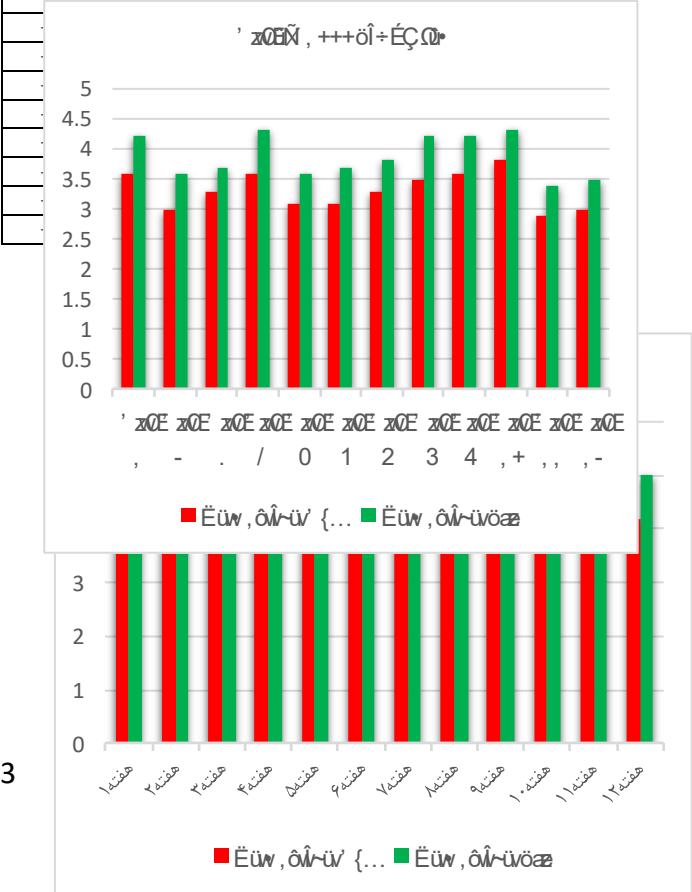




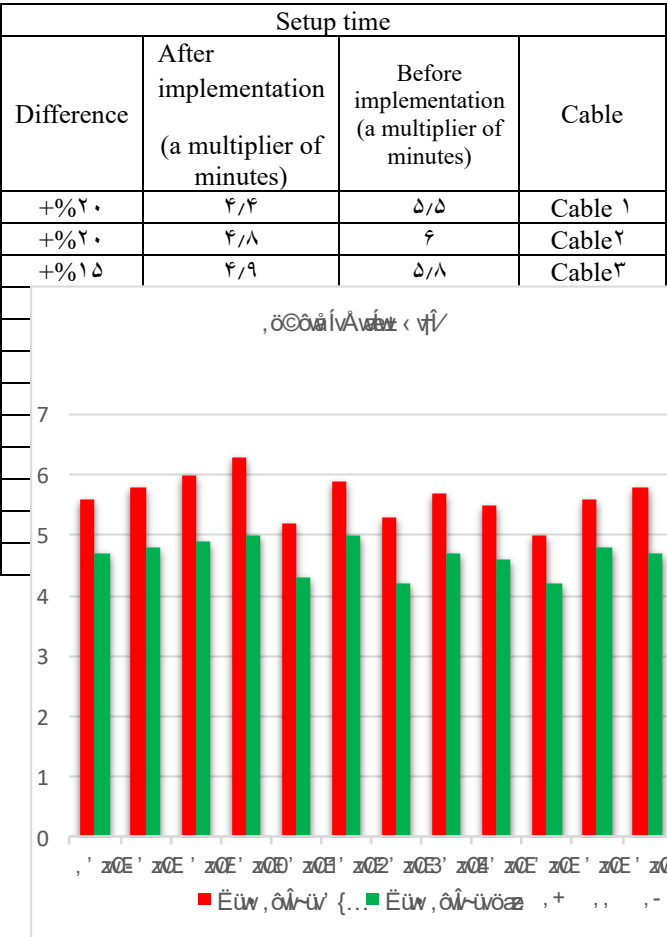
Chart2.The production speed of 1000 meters of cable as a function of a unit multiplier

The amount of waste generated.			
Deference	After implementation a multiple of ) (KG	Before implementation a multiple ) (of KG	Cable
+0% 1 7	4/7	5/6	Cable 1
+0% 1 7	4/8	5/8	Cable 2
+0% 1 8	4/9	6	Cable 3
+0% 2 0	5	6/3	Cable 4
+0% 1 7	4/3	5/2	Cable 5
+0% 1 5	5	5/9	Cable 6
+0% 2 1	4/2	5/3	Cable 7
+0% 1 7	4/7	5/7	Cable 8
+0% 1 7	4/6	5/5	Cable 9
+0% 1 7	4/2	5	Cable 10
+0% 1 4	4/8	5/6	Cable 11
+0% 1 9	4/7	5/8	Cable 12

Table3:The amount of waste generated based on a multiplier in kilograms.

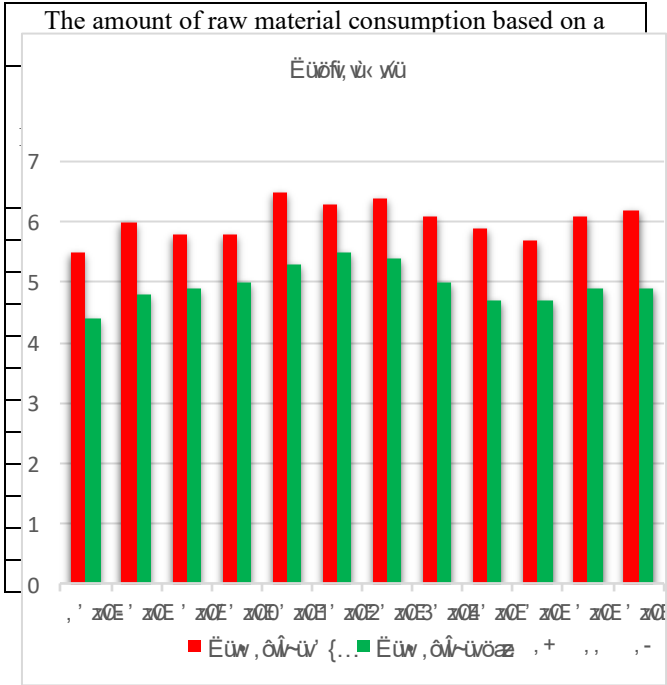
Chart3:The amount of waste generated based on a multiplier in kilograms.

Table 4. Setup time based on a multiplier of minutes



Cart4:Setup time based on a multiplier of minutes

Table5: The amount of raw material consumption based on a multiplier in kilograms.



Char 5: The amount of raw consumption based on a multiplier in kilograms

Table 6: comparison of the rework rate in similar projects

Comparison of the rework rate in similar projects.			
Deference	After implementation (a multiplier of occurrences)	Before implementation (a multiplier of occurrences)	Projects
+33%	۸	۱۲	P۱
+40%	۶	۱۰	P۲
+36%	۷	۱۱	P۳
+37%	۵	۸	P۴
+۵۰%	۶	۱۲	P۵
+40%	۶	۱۰	P۶
+67%	۲	۶	P۷
+54%	۵	۱۱	P۸
+50%	۶	۱۲	P۹
+56%	۴	۹	P۱۰
+43%	۴	۷	P۱۱
+37%	۵	۸	P۱۲

Chart6: comparison of the rework rate in similar projects

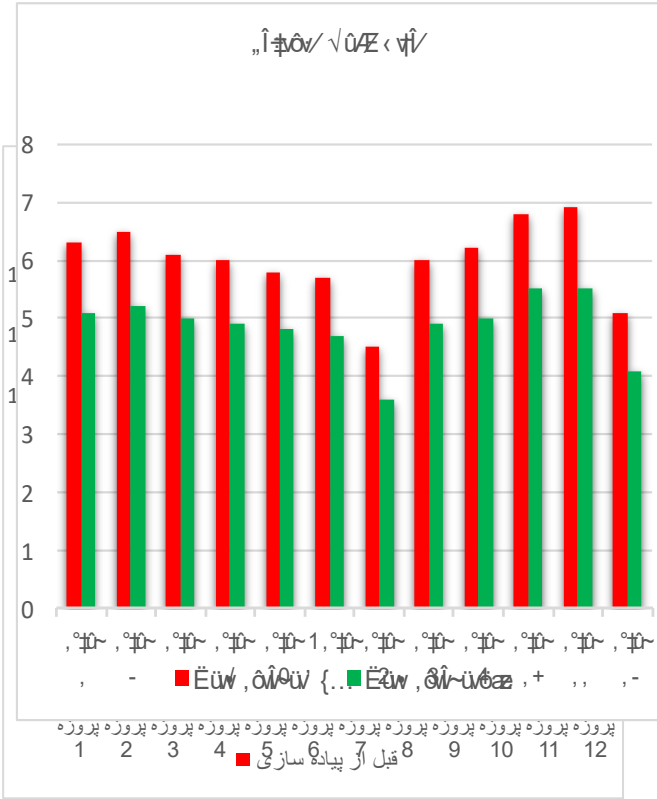


Table 7: The numbers of the times equipment has failed in the entire factory

The number of times equipment has failed in the entire factory.			
Deference	After implementation (a multiplier of occurrences)	Before implementation (a multiplier of occurrences)	Cable
+0%٩•	٢	٥	Week ١
+0%٨•	١	٥	Week ٢
+0%٩٧	٢	٩	Week ٣
+0%٨•	١	٥	Week ٤
+0%٥•	٣	٩	Week ٥
+0%٧٥	١	٤	Week ٦
+0%٧٥	١	٤	Week ٧
+0%٥•	٣	٩	Week ٨
+0%٩•	٢	٥	Week ٩
+0%٥•	٢	٤	Week ١٠
+0%٩•	٢	٥	Week ١١
+0%٤•	٣	٥	Week ١٢

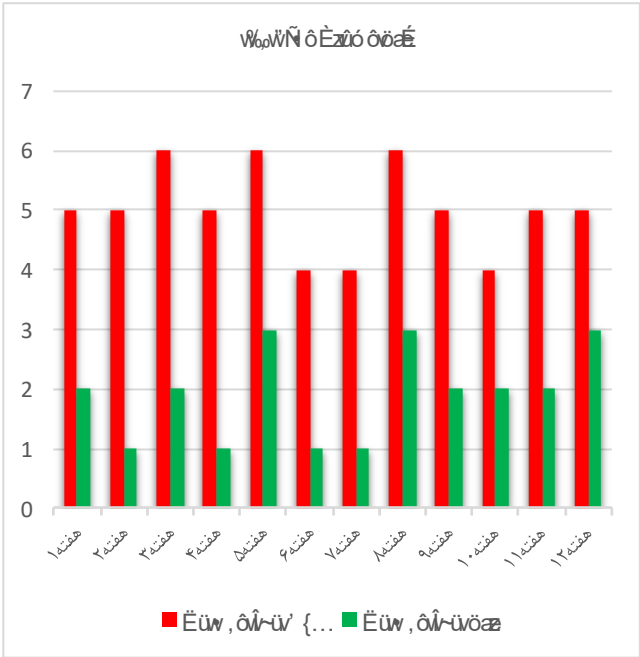




Chart 7 : The numbers of the times equipment has failed in the entire factory

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