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Institutional Leadership in The Context Of Crisis: A Systematic Literature

Kriz Bağlamında Kurumsal Liderlik: Sistemik Bir Literatür Taraması

Abstract

Institutional leadership, despite its value-oriented nature, has not been thoroughly examined and clearly understood to date. According to Selznick's definition, this type of leadership is focused on creating and instilling values within organizations. Additionally, they are responsible for institutionalizing these values. This study aims to investigate how institutional leadership is defined in crises, the roles institutional leaders play during crises, and the outcomes attributed to institutional leadership after crises, using a systematic literature review approach. The PRISMA method was employed for this purpose. As a result, it has been found that institutional leadership plays a crucial role in crises based on its value-oriented nature in the organizational context and works on values to preserve institutional integrity. In this context, one of the most significant outcomes of institutional leadership can be defined as the integrity and consistency of institutions.

Keywords: Institutional leadership, Selznick, Values work, Crisis management

Jel Codes: G34, H12

Özet

Kurumsal liderlik, değer odaklı doğasına rağmen bugüne kadar yeterince incelenmemiş ve net bir şekilde anlaşılmamıştır. Selznick'in tanımına göre bu liderlik, organizasyonlar içinde değerler yaratmaya ve bu değerleri aşlamaya odaklanmıştır. Ayrıca kurumsal liderlik, söz konusu değerleri kurumsallaştırmaktan da sorumludur. Bu çalışma, krizlerde kurumsal liderliğin nasıl tanımlandığını, kurumsal liderlerin krizler sırasında oynadıkları rolleri ve krizlerden sonra kurumsal liderliğe atfedilen sonuçları sistemik bir literatür taraması yaklaşımı kullanarak incelemeyi amaçlamaktadır. Bu amaç doğrultusunda PRISMA yöntemi kullanılmıştır. Sonuç olarak, kurumsal liderliğin, örgütsel bağlamda değer odaklı doğasına dayanarak krizlerde önemli bir rol oynadığı ve kurumsal bütünlüğü korumak için değerler üzerinde çalıştığı bulunmuştur. Bu bağlamda, kurumsal liderliğin en önemli sonuçlarından biri, kurumların bütünlüğü ve tutarlılığı olarak tanımlanabilir.

Anahtar Kelimeler: Kurumsal Liderlik, Selznick, Değerler çalışması, Kriz yönetimi

Jel Kodları: G34, H12

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INTRODUCTION

The advent of the new century has not only resulted in a significant rise in international terrorism but has also heightened awareness of emerging and diverse contingencies. During such periods, citizens turn their attention to their leaders – ranging from presidents and mayors to public administrators and senior civil servants (Boin et al., 2005). The necessity to intervene crisis and sweep its adverse effects must be undertaken by public leaders since citizens may hand over power to leaders for this aim (Nye, 2010). Crises that beset the public domain are occasions for public leadership (Boin et al., 2005). It is evident that public leaders bear a distinctive responsibility to protect society from the negative impacts of crises (Boin et al., 2005) and must make critical decisions (Boin & Christensen, 2008). In this context, leadership ought to be central to public administration's focus on the interplay between administrative structures and democratic principles (Waldo, 1952).

Nevertheless, the domain of public administration and policy research tends to show limited tolerance for explanations centered on leadership (Boin & Christensen, 2008). Hence, there is still room for research focusing on public leadership. However, considering specific leadership approach in handling crises in the public administration field, researchers have largely refrained from addressing the nature or presence of institutional leadership (Raffaelli & Glynn, 2015), and have inattention to values that have not mostly been a prominent part of reform efforts and have been notably absent from most of the scholarly works (Kraatz et al., 2018). Moreover, it is essential to recognize that, in this era of crises, there is a need to connect values with the actions and responsibilities of different leaders and organizational actors (Askeland et al., 2020). Although, values are ubiquitous and shape actions, integrate and inspire members of organizations, preoccupy leaders, and define the very identity of organizations (Kraatz et al., 2018), Selznick's institutional leaders in creating for and infusing values into the organizations also appears to remain frozen in the 1950s (Kraatz, 2009).

In fact, the main effect of values as ideal beliefs within a social entity (Kraatz et al., 2018) on organizational survival is thought to be their integrative role in and around the organization (Selznick, 1957). By this role, values have the potential to serve as the foundation for either consensus or divergent perspectives among actors and interest groups (Askeland, 2020), so that they can be quite useful for dealing with crises that the organization is currently facing. But it also seems vital for organizations to define the right values for their own interests. This critical duty is devoted to institutional leaders by Philip Selznick and he, in this meaning, defines institutional leaders as depending on their abilities to produce, infuse, and institutionalize values (1957). Hence, institutional leadership as an old but forgotten leadership approach, can be defined as a magic wand in governing crises functionally.

Depending on this, we aim to unpack institutional leadership and address its definition for, roles in, and outcomes after handling crises. For this aim, we use a comprehensive tool for analysis, a systematic literature review. Our research questions in this direction are:

- How has institutional leadership been addressed in the literature with a crisis lens?
- What kind of roles do institutional leaders play in crises?
- What outcomes are attributed to institutional leadership after crises?

In this regard, this study contributes existing body of knowledge by addressing institutional leadership from three aspects: firstly, it clusters the definition(s) of institutional leadership in the dispersed literature, particularly in terms of crisis governance. Secondly, it defines the values work of institutional leaders aiming at governing crises effectively and their impact on crises through a value

lens. Thirdly, it describes likely outcomes of institutional leadership processes in an organizational context.

1.Theoretical Background

Leading an organization through a crisis was critical in the past, is very important now, and will be even more critical in the future because crises are almost inevitable (DuBrin, 2013). Although a crisis is understood as a harmful, crucial, and destructive event for organizational, economic, political, and/or social life (Eun-Park, 2021; Vassilikopoulou et al., 2009), some scholars define it as an everyday occurrence (e.g., James et al., 2011) by using a more optimistic lens. However, crises should be seen as critical situations which, if mishandled, can inflict severe damage and adverse outcomes that may affect an organization as a whole (Lee, 2020; Vassilikopoulou et al., 2009). Because of this, when organizations encounter a crisis, the most senior executives are in the spotlight and have the responsibility to lead the organization to safe grounds (AlKaway, 2018) or undertaking “the responsibility for well-being of the organizational whole” (Selznick, 1957). The importance of administrators’ attempts might vary by their status or administrative level (Hermaline, 1998). Administrators should take on different responsibilities and duties, use authorities and other privileges stemming from their administrative position, and playing roles towards making organizations successful (Selznick, 1948). One of such crucial deeds is creating values for, and then infusing them into the organizations (Selznick, 1957; Tengblad, 2006). Thus, value-oriented organizations may be better positioned to enhance their practices and the quality of their services (Askeland et al., 2020), and public satisfaction, in turn, to guarantee organizational survival that is fundamental aims of organizations (Selznick, 1957).

When considering values as an abstract resource fueling organizations with motivation, senior managers as political actors seem one of the main actors to create values for, infuse them into the organizations (Selznick, 1957). Furthermore, values direct decision-making by indicating what is considered desirable or appropriate, and the application of values helps to align daily practices with the overarching goals of the organization (Askeland et al., 2020). By doing values work, managers ensure the integrity of the institution as if it were their own (Selznick, 1957). In this vein, Selznick (1957) characterizes leaders as both guardians and caretakers of the dynamic social entity, with institutionalization carried out by institutional leaders being described as a type of work that addresses specific challenges. It means those problems provide occasions for leaders to do values work. This type of work requires specific skills due to its nature for three reasons: first, creating values is not a duty that a manager at lower levels can fulfill. Second, a new responsibility for senior managers will emerge after value creation: infusing value(s) into the organization and then institutionalizing it by using the right tools in a certain period. Finally, institutionalized values need maintenance undertaken by senior managers of organizations (Askeland et al., 2020; Kraatz, 2009; Krygier, 2012). To do this, such leaders require the motivation derived from an emotional connection with the organization, which can enhance daily efforts and, crucially, be mobilized during periods of crisis or threat (Selznick, 1957). Moreover, values as assets embedded in practice may also underlie managers’ energy (Askeland et al., 2020). Most senior managers use their energy to communicate their expectations about daily routines of the organization to subordinate managers. In doing so, they aim to make sure that these managers have the feeling of reaching to those expectations (Tengblad, 2006). In this manner, senior managers assume leadership roles as they focus on articulating the institution’s mission and values, developing structures that reflect these values, and guiding the institution's adaptation to evolving and volatile

conditions (Selznick, 1957). Such deliberate and interest-driven actions by managers (DiMaggio, 1988) are also critical for effectively managing crises in a turbulent environment, as organizations are profoundly influenced by their institutional contexts (Kraatz, 2009). To put it shortly, leaders should collect information about the changing environment of an organization, define and then put into action their strategies towards responding to environmental pressure and/or demands by using the most proper value-laden tools for this aim since values are inherently connected to actions (Askeland et al., 2020). Naturally, pressures, which can cause misjudgments and inappropriate crisis responses (Lee, 2020), excessively affect how managers aim to handle crises.

Selznick's conception of a leader is largely that of an administrator who comprehends the sociological and political intricacies of the institution and acts accordingly (Kraatz, 2009). Organizations are fundamentally political entities (Lawrence et al., 2009), where influential individuals are dedicated to certain values or interests (Parto, 2002). To effectively navigate this environment, leaders must extend beyond their technical and administrative roles to recognize organizations as being underpinned by core value structures (Lawrence et al., 2009). Institutional leaders, as influential figures, often exert their will through threats, sanctions, inducements, and the strategic use of authority, with coercive power being legitimized by a normative framework that both supports and restricts its application (Scott, 2001).

Crises and sudden changes present opportunities for leaders to engage in strategic value-driven work aligned with their interests. In such contexts, rules alone are insufficient; values must be renegotiated as circumstances require (DiMaggio, 1988; Sirris, 2020). Engaging with values in the workplace involves examining the motivations and behaviors of individuals (Askeland et al., 2020). Consequently, a Selznickian leader must be a realist, as well as a perceptive and self-aware participant in a dynamic process that can be confusing and potentially detrimental to others, such as during crises (Kraatz, 2009)

2. RESEARCH METHODOLOGY

2.1. Data collection

In this study, a systematic literature review was undertaken to address our research questions and objectives. Systematic reviews are designed to offer a thorough examination of the literature, emphasizing the quality of the evidence included and employing a methodical approach to data synthesis (Victor, 2008). We adhered to the PRISMA guidelines for our systematic review process (Moher et al., 2009), which consists of four stages: identification, screening, eligibility assessment, and inclusion (Mengist et al., 2020). In Figure 1., these phases have been presented.

For doing this, we attempted to collect relevant data from two major databases (i.e., JSTOR and Google Scholar). These databases were chosen because of their rich and excessive content filled with publications in the social sciences field. Another reason for our focus on these two databases is that the articles we intend to review pertain to slightly older subject matter. Consequently, the ease of access to these older articles within these databases further motivates our work on these databases. Under the roof of these databases, we intended to capture and review all eligible studies germane to "institutional leadership" in crises. Other studies about institutional leadership were not in our focus since there are also ample studies based on analyzing leadership, which use the terms "institutional".

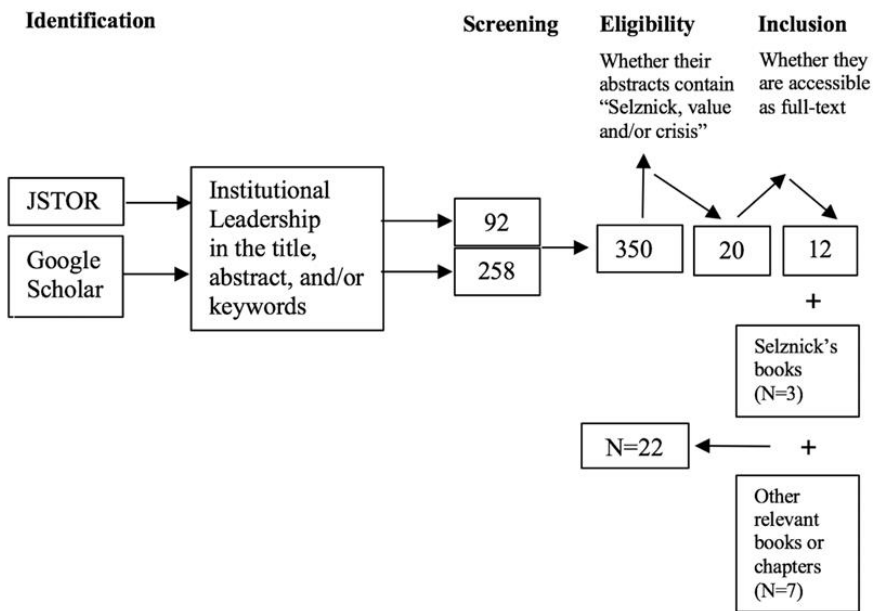
In inquiry on the databases, we used "institutional lead" as the keyword to find all publications. For this aim, we used six search parameters as eligibility criteria:

- 1- The keyword should appear in the title, abstract, and/or keywords of the publication,
- 2- The main field of the query was social sciences,

- 3- Only publications in English were considered,
- 4- Only scientific publications were included,
- 5- The publications from 1957 to the present were included,
- 6- Only international peer-reviewed journal articles were included.

Additionally, we reviewed Selznick's and a few other relevant books and/or chapters (e.g., Kraatz, 2009; Krygier, 2012; Askeland, 2020). After collecting 350 publications on "institutional leader", we decided to use them for assessment regarding eligibility and accessibility. In this phase, we screened abstracts of all publications carefully by using some keywords such as "Selznick", "value", and "crisis". If there is no proof in the text about these terms, we eliminated the publication from our sample set. By doing so, we finally decided to include 22 publications in our sample set for analysis. Here we provide a diagram of our PRISMA methodology in building our sample set for analysis.

Figure 1: PRISMA Flow Diagram of the Study



2.2. Data analysis

In each publication, institutional leadership definitions, its role(s) in times of crises, and likely outcomes of related processes in terms of crisis governance were first underlined on the original document and then noted on a new document for the next phase of analysis that contains manual coding. After forging a new text from collected data including our quotations from relevant publications, we separately coded all the texts by adhering to Charmaz's coding strategies (Charmaz, 1998). As a last step, we agglomerated all codes separately and then compared and controlled them

together against each other. After a critical discussion on those codes, we finalized our coding process by identifying similar elements and patterns.

3. RESULTS AND DISCUSSION

3.1. Definition of institutional leadership with a crisis lens

In this section, we reviewed various definitions that have already taken place in the studies by considering our first research question: How has the concept of institutional leadership been defined in the literature with a crisis lens? In fact, there have yet to be abundant studies on institutional leadership to date. Due to the scarcity of information on institutional leadership, we aimed to gather up-to-date evidence on definitions. According to Selznick, institutional leaders are those who create value for, and infuse them into the organizations. Along with these, they must adeptly attempt to maintain and further institutionalize those values (Selznick, 1957) beyond the technical requirements (Gehman et al., 2013). The success of these organizations is generally considered to be realized when values become integral, fundamental, and unquestioned (Collins & Porras, 1994). Selznick (1957) and other scholars (e.g., Lawrence et al., 2009) argue that leaders, who act as guardians and custodians of the institution as a dynamic social entity, play a crucial role in this process. Furthermore, institutional leadership should be recognized as the domain of the organizational elite or upper echelons (Glynn & Navis, 2010). In this direction, leaders' selection from a homogeneous pool of candidates should be seen as a crucial part of institutionalization (Selznick, 1957). With a crisis lens, these roles seem vital in terms of protecting institutional unity against internal and/or external threats. To do this, institutional leaders need to work on, and with values, as Selznick (1957) also mentioned.

However, Selznick not only explained how organizations become institutions, but also described the characteristics of these organizations' leaders, such as the creativity needed for operations in turbulent situations (Washington et al., 2009).

Additionally, a Selznickian leader must be a realist, possessing both self-awareness and sensitivity within a continuous process that may be perplexing and potentially detrimental to others. Such a leader is adept at addressing the values and ideals of subordinates, alongside their interests, and understands the significance of rhetoric, culture, and symbols. Furthermore, this leader must be skilled in coalition-building, negotiating, and engaging in other pragmatic actions. And finally, he/she should become an effective organizational politician (Kraatz, 2009). When considering crises, those qualities should be seen as effective in dealing with crises' adverse effects. Selznick gave this role to institutional leaders by defining them as statesman. According to him, "the executive becomes a statesman as he makes the transition from administrative management to institutional leadership" (1957). Because of this, institutional leaders need to employ a range of strategies, as facilitating the adaptation of public bureaucracies to crisis situations presents a considerable challenge (Boin et al., 2005). To achieve this, leaders must go beyond their limited administrative and technical roles to view organizations through the lens of foundational value structures (Lawrence et al., 2009).

When considering crisis governance, these leaders should provide an "emotional identification with the organization that creates sources of energy for increasing day-to-day effort and especially be summoned in times of crisis or threat" (Selznick, 1957). Hence, values must be invoked by institutional leaders politically to restore values in a crisis (Gutierrez et al., 2010) on the basis of their very nature which may affect organizational behavior and outcomes (Kraatz & Flores, 2015). Because crises are often about the degeneration of values (Brookes, 2014). Moreover, values reflect also organizational vulnerabilities and resilience partly because of their embeddedness in organizational structure

(Selznick, 2008). These all meant that institutional leaders should not only work on the technical and material side of the organization, but also focus on the institution's moral infrastructure to ensure its survival (Selznick, 1957). While Selznick acknowledged that identification simplifies the attainment of an organization's technical goals, he also emphasized the critical moral role that values and meaning play in organizational life (Besharov & Khurana, 2012). Therefore, Selznickian leaders need to develop integrative solutions that are both technically and institutionally successful. This is one of the essential functions of a leader who must reassess from time to time every facet of the changing relationship of the organization to its environment (Grasham, 1965).

3.2. Institutional leadership in action in crises

In this section, we aimed to explore the exact roles institutional leaders play during crises. In relation to these roles, Fleck (2007) and Podolny et al. (2005) also highlight that Selznick attributed four key functions to institutional leadership: articulating the institutional mission and role, ensuring the embodiment of purpose within the institution, maintaining institutional integrity, and managing institutional conflicts. Although those activities are not directly and/or entirely ascribed to a crisis, it can be inferred from Selznick's writings (1957) that they can help handle crises successfully since each of those activities can balance internal and external constraints (Podolny et al., 2005). As scholars (e.g., Lorange, 2010; Terry, 1993) mentioned before, during critical situations like crises, the balance between external and internal forces of organizations tends to deteriorate. As articulated by Goodstein (2015), Selznick emphasized the necessity of granting elites sufficient autonomy and discretion to safeguard critical values and the unique identity of the organization from both internal and external pressures. This is particularly crucial when the organization encounters decisions that impact its core mission and value-based commitments.

Institutional leaders play a crucial role in shaping and refining the vision and mission of an organization (Washington et al., 2009). Consequently, the process of defining or redefining the mission is central to assessing leadership effectiveness (Terry, 1993). For institutional leaders, the vision represents an opportunity to integrate the organization's values and mission into daily operations (Washington et al., 2009). Through value-oriented work, the institutional mission and purpose are aligned with core values, thus embodying the fundamental objectives of the institution (Kraatz et al., 2018). Accordingly, the institutional mission can be viewed as a manifestation of these values (Hoffmann & Cassel, 2002). It is the responsibility of leadership not only to establish but also to uphold the values embedded in the mission (Fleck, 2007). Moreover, the institutional mission must adapt to external pressures and internal dynamics as leadership strives to maintain the institution's integrity and ensure its continued viability (Selznick, 1957; Hoffmann & Cassel, 2002). Throughout this process, institutional leadership is dedicated to preserving the long-term purpose, enduring identity, and core values that define the organization (Glynn & Navis, 2010). Crises are critical events for organizations, especially due to their complex nature that creates various internal and/or external pressures on organizations. Against these pressures, leaders have to make critical decisions and select proper choices to restabilize organizational situations, otherwise, they may be at risk (Boin et al., 2005; Selznick, 1957).

For protecting institutions from the adverse effects of troublesome situations, institutional leaders are also expected to move towards benefitting shared ideas about personal and institutional responsibility (Selznick, 2008). In this regard, institutional leaders must accomplish several political tasks, including securing the consent and cooperation of internal coalitions, shaping and influencing

public opinion, and fostering and sustaining commitment to institutional goals and values (Terry, 1993). Moreover, it is known that a leader must understand their ideas, attitudes, and values of subordinates (Grasham, 1965). Since leaders need their subordinates' efforts and energy to achieve organizational aims, they should understand and respond to their concerns and expectations appropriately, even in crises. When institutional leaders effectively undertake these activities, they foster a unique set of valued commitments among subordinates, thereby enhancing participation in organizational life (Podolny et al., 2005). For instance, members are likely to invest effort in support of the organization, defend it when under threat, and advocate for its interests (Besharov & Khurana, 2012). Additionally, as Selznick emphasized in "The Moral Commonwealth" (1992), leaders should aim to uncover and articulate values that resonate with both organizational members and the broader society, rather than fabricating entirely new meanings (Besharov & Khurana, 2012). The focus here is on embedding values within the organizational structure through the development of commitments – patterns of behavior and response that can only be altered at the risk of severe internal upheaval (Selznick, 1957). Askeland et al. (2020) similarly assert that organizations that emphasize values through their leaders are likely to leverage these values to enhance practices and service quality. Moreover, such organizations often use these values to align daily operations with the overarching organizational purpose. Values can endow human activities with meaning, integrate day-to-day behavior with long-term goals, and significantly influence attitudes, work behaviors, and decision-making processes (Kraatz et al., 2018; Selznick, 1957; Washington et al., 2009). Consequently, values work can connect daily practices with the organization's overall purpose and guide its strategic direction (Askeland, 2020; Lovaas & Vrale, 2020).

As noted by Askeland et al. (2020), values work is crucial for aligning everyday practices with the organizational purpose, thereby ensuring organizational survival through the commitment of its members. Therefore, institutional leaders must craft a shared vision that unites their members, focusing their efforts on protecting the organization's unique values and identity from both internal and external threats. This endeavor necessitates political acumen, as effective political activities are essential for institutional leaders to navigate the complexities of organizational politics (Selznick, 1957). Ultimately, such an organization will not only offer direct personal fulfillment but also embody integrity (Selznick, 1957). Organizational members are expected to support policies not merely in theory but to embrace the organization as if it were their own. Consequently, maintaining institutional integrity – characterized by the persistence of an organization's core values, competence, and role – is crucial for organizational success during crises (Amann & Stachowicz-Stanusch, 2013). This integrity can be jeopardized by critical organizational decisions (Selznick, 1957). The essence of integrity lies in adherence to self-defining principles, prompting leaders to ask: What is our direction? What are our unifying principles? (Selznick, 1992). In this context, sustaining institutional integrity and imbuing organizational life with meaning is a moral obligation for leadership (Krygier, 2012; Selznick, 1957). During crises, actors committed to existing norms will continue to leverage dominant interpretations to guide their actions (Fligstein, 1997). Leaders must navigate between opportunism and utopianism to preserve institutional integrity (Fleck, 2007). In addressing these challenges, values work as a form of sensemaking in crises or unexpected situations (Maitlis & Sonenshein, 2010) becomes essential. Leaders must engage with "natural" materials, acknowledging their constraints and potential, and identify values that are latent not only within the organization but also within broader human experience. They should then bring these latent values to the forefront for organizational members

(Besharov & Khurana, 2012), as values can foster institutional unity and support integrity (Selznick, 1957). Crises and sudden changes present opportunities for leaders to undertake strategic values work aligned with their interests (DiMaggio, 1988; Sirris, 2020). Moreover, this values-oriented work performed by leaders may often be subtle and routine (Lawrence et al., 2009), yet it carries significant costs, as it binds the organization to specific objectives and processes, frequently limiting leadership's flexibility (Selznick, 1957). Ultimately, through values work, organizations may develop an institutional character focused on self-preservation (Fleck, 2007; Selznick, 1957), with leadership being pivotal to maintaining this character (Krygier, 2012).

According to Selznick (1957), the leader must transcend not only their limited and formal role as an administrator but also navigate beyond the organization's internal factional politics and rivalries. According to Washington et al. (2009), institutional leaders are also anticipated to address external threats. By doing so, they can effectively respond to environmental pressures in their capacity as stewards or defenders of the organization (Kraatz, 2009; Selznick, 1957) and manage crises in a functional manner. In addition, institutional leadership is focused on the long-term purpose of the organization (Glynn & Navis, 2010) by governing the internal consistency of the organization (Washington et al., 2009). Internal consistency might be even more necessary in times of crisis since, under such circumstances, the very aim of any organization is to survive, and institutional leaders must be on the front line of this battle (King, 2015) as a guiding hand (Selznick, 1957). Institutional integrity, in the end, as a cornerstone of an organization's distinctive competence, should be labeled as indispensable (Selznick, 1957). Consequently, institutional leaders are capable of navigating the interconnected and frequently conflicting pressures stemming from the dual role of organizations as both technical and institutional systems (Besharov & Khurana, 2012), thereby fostering internal coherence within the institution (Washington et al., 2009)

3.3. Outcomes of institutional leadership after crises

This section examines the impact of institutional leadership processes during crises, with a particular focus on leadership effectiveness. Effectiveness is inherently tied to an entity's capacity to generate value (Helms, 2006). In times of turbulence, the principal outcomes of institutional leadership can be encapsulated under the concept of institutional integrity. Selznick (1957) posits that institutional integrity is vulnerable in various organizational decisions, especially those deemed "critical." To uphold this integrity, institutional leaders must transform their organizations into cohesive institutions by instilling values, fostering a unique organizational identity, and cultivating a sense of purpose that resonates meaningfully with members (Kraatz, 2009; Podolny et al., 2005; Selznick, 1957). This approach also facilitates emotional identification, allowing organizational members to align themselves with the organization and with each other in mutual defense (Besharov & Khurana, 2012). Furthermore, integrity contributes to consistency (Krygier, 2012). Institutional leaders can achieve consistency by integrating past, present, and future narratives through storytelling (Washington et al., 2009). To sustain consistency over time, leaders must employ internal mechanisms and tools that address the organization's adaptability to its environment (King, 2015). According to Selznick (1957), once consistency is established, member commitment to the organization's values and mission becomes feasible.

In crises, organizations might be confronted with legitimacy erosion due to their fragile and precarious nature including values (Krygier, 2012). To prevent this, institutional leaders must be in a position to work with values to put them into action for the organization's interests. For this aim, they

should discover and articulate existing values that are meaningful to members of the organization (Besharov & Khurana, 2012) and cement them (Krygier, 2012). Most scholars (e.g., Gehman et al. 2013; Selznick, 1957) argue that values should be a “prime function of leadership”. Hence, when institutional leaders are successful in maintaining the values and value structure of institutions, they can also save institutional unity and togetherness of the members of institutions. In crises, the preservation of unity should be considered the name of the game: “Criticism, dissent, and mutual recrimination must wait until the crisis is over” (Boin et al., 2005).

Crises can pose a threat to institutional continuity. Institutional leaders should undertake the responsibility of maintaining values along with the legitimacy and survival of their institutions (Washington et al., 2009). It means that institutionalization is also an outcome rightly forged in the hands of institutional leaders, and they are the key agents of that process (Lawrence et al. 2009). Institutionalization is crucial for institutional maintenance since once institutionalization has occurred organizations would not readily give up or change their values (Gehman et al., 2013). It provides an enduring identity and survival for organizations. In the end, organizations become institutions over time (Washington et al., 2009) as they are infused with value (Selznick, 1957) beyond the technical requirements of the task at hand (Selznick, 1984). Thus, organizations may gain an enduring identity, continuity, or endurance over time (Raffaelli & Glynn, 2015).

In a crisis, the key to institutions is to have leaders who grasp the essential aspects of the situation to mitigate the confusion in and around the organization (Berquist, 2014). To this end, institutional leaders tend to evolve their organizations’ mission to bestow on organizations their cohesiveness and their actions’ meaning, particularly in crises. When they successfully fulfill this operation in response to internal and external pressures, maintenance of institutional integrity and survival may be ensured (Selznick, 1957; Hoffmann & Cassel, 2002). In this direction, institutional leaders might try to link the mission and purpose of the institution with values (Kraatz et al., 2018) and preserve them properly (Fleck, 2007). In the end, the evolving mission can be seen as a critical aim for institutional leaders in providing their subordinates energy and motivation on one hand and coping with crises on the other. In this way, they could also be able to provide institutional embodiment or purpose (Selznick, 1957). Finally, the evolved mission is another outcome of institutional leadership in crises.

CONCLUSION

According to our systematic research, while institutional leadership would represent an important and unique approach to value creation and infusion in crisis management, it froze in the 1950s. However, this approach places the responsibility of institutionalization of values, as well as creating and infusing them, on institutional leaders. In doing so, institutional leaders attempt to “promote and protect values”. Thus, institutional leaders distinguish themselves as stewards and defenders of the institutional order, especially in times of crisis. When considering crisis governance, these leaders must establish an “emotional identification with the organization that creates energy sources to increase day-to-day effort, and especially be summoned in times of crisis or threat”. Emotional identification enables organizational members to bond with the organization and bond with each other to defend the organization together. Therefore, institutional leadership should be understood as the province of organizational elites or upper echelons.

More specifically, in crises, institutional leaders are expected to undertake four important roles: defining institutional mission and role; ensuring institutional embodiment of purpose; guaranteeing

institutional integrity; and ordering institutional conflict. All of these roles are very important compared to each other. Protecting organizations from the adverse effects of crises, institutional leaders are expected to move towards benefitting shared ideas about personal and institutional responsibility. To do that, they should govern external and/or internal pressure by responding them appropriately. In this regard, they must gain the consent and cooperation of internal coalitions, shape and influence public sentiment, and establish and maintain commitment to institutional purpose and values.

ETHICAL STATEMENT

The author(s) declare that all processes of the study comply with research and publication ethics, adhering to ethical rules and principles of scientific citation.

Due to the nature of the study, ethical approval was not required.

AUTHOR CONTRIBUTIONS

Concept/Idea: Author 1, Author 2, Author 3, Author 4; Design: Author 1, Author 2, Author 3, Author 4; Data Collection: Author 1, Author 2, Author 3, Author 4; Data Processing: Author 1, Author 4; Analysis and/or Interpretation: Author 2, Author 4; Literature Review: Author 1, Author 3; Manuscript Writing: Author 2, Author 3; Critical Review: Author 4, Author 1

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There is no conflict of interest among the authors.

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