



Value-Creating Organizational Leadership Theory: A Collaborative Initiative for Human Resource Management Retention

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Abstract

Organizational leadership principles applied in the hiring process through human resource management (HRM) by human resource professionals (HRP) in a hierarchical education system suggest the identification of behavioral leadership attributes (BLA). These applied principles identified in potential candidates, taught through mentorship, are an integral component of the learning process due to their implied transference of BLA from teacher to student within the mentorship context (e.g., implicit leadership theory) (Bellido-Garcia et al., 2022; Kelley & Wenzel, 2019; Monroe, 2025; Parrish, 2024; Rinaldi, 2020). For the student to flourish within the educational process and demonstrate BLA as a qualified candidate for employment, becoming trained and motivated to contribute to organizational citizenry, the organization's leadership and workplace environment must be conducive to employing value-creating organizational leadership theory (VCOLT) concepts. These concepts integrate BLA (e.g., elements), transformational leadership theory (TLT), charismatic leadership theory (CLT) and strategic management theory (SMT) as a collaborative leadership model (CLM) that promotes a moral structure for organizational psychological empowerment at all levels of the organization's hierarchical citizenry (Fry et al., 2005; Ishaq et al., 2023; Kollenschier et al., 2018). A qualitative exploratory, descriptive single case study and quantitative linear regression and t-test analysis studies demonstrated the importance of "person-job fit (PJF), person-organization fit (POF), and organizational commitment (OC)" crucial to employee retention (Parrish, 2024; Tufail & Jehahgir, 2018, pp. 311, 319; Yin, 2018).

Keywords: job-satisfaction, person-job fit, person-organization fit, strategic, retention

The purpose of this presentation is to provide a compilation of peer-reviewed articles and dissertations that substantiate the importance of the value-creating organizational leadership theory (VCOLT) concept as a strategic approach for identifying potential leaders in the human resource management (HRM) hiring process. These qualified

leader candidates, identified in the research, can serve as valuable human resource examples, having experienced the mutual responsibility of the hiring process between employees and management, fostering an agreement to engage in organizational citizenship while achieving the set goals and objectives implemented by their organization's management team.

According to Hasan et al. (2021), the work-life balance ratio between employee and management workplace commitments, across cultural, age, educational, and current employee experience, hinges on job satisfaction (JS) and effective OC (Mustata & Niculescu, 2016). Furthermore, Sulistiowati et al. (2018) surveyed academic populations of lecturers in public and private higher education to explore distinct group differences in PJF and employee engagement from an HRM perspective. Tufail and Jehahgir (2018) investigated the correlation between PJF and POF attributes and their potential effect on teachers' job satisfaction, whether employed in the private or public educational system. The findings suggested that implementing VCOLT practices in HR recruitment could lead to improved employee retention.

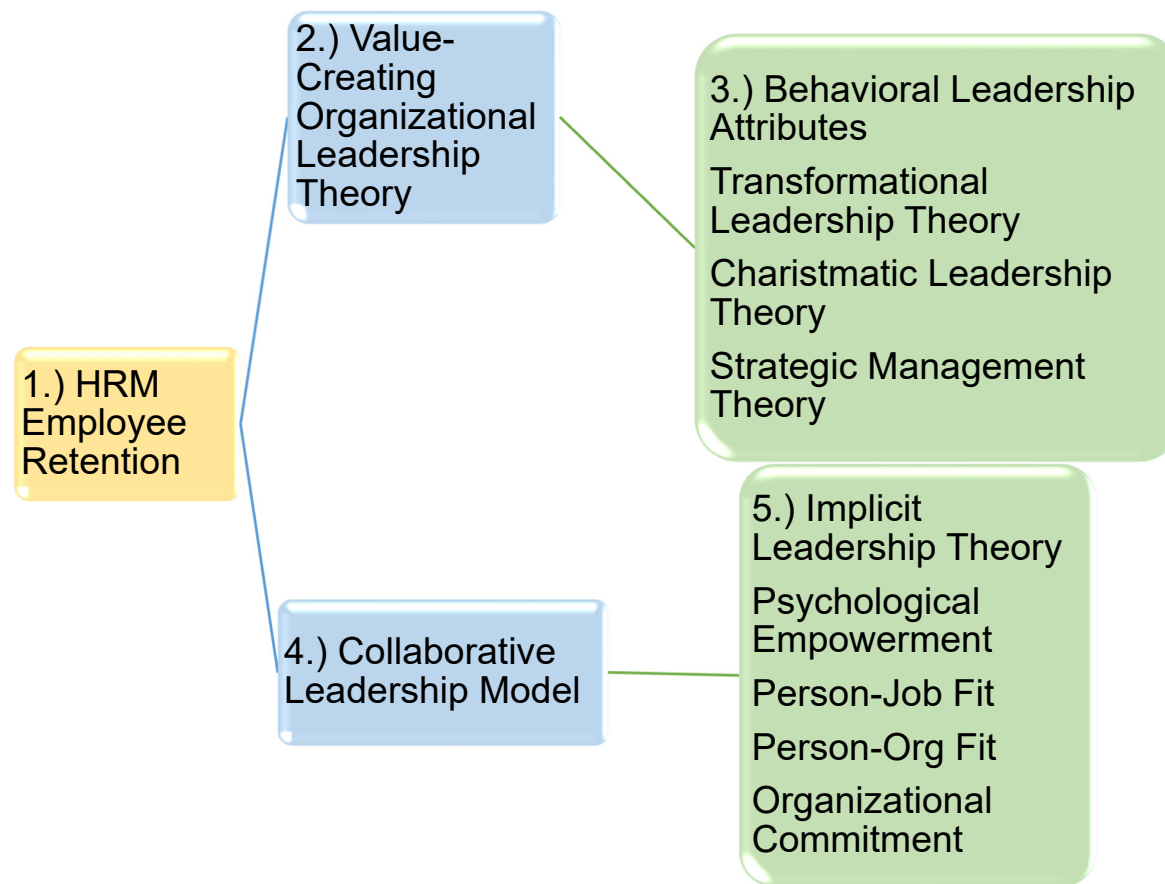
Kollenscher et al. (2018) suggested that VCOLT, which integrates TLT, CLT, and SMT, presents a "unified model of prevalent approaches to leadership" (p. 19). TLT proposes that leaders seek to empower their followers by focusing on a higher level of purpose, motivated by morality and a positive, inspirational vision to meet their needs (Burns, 1978; Geiger & Peck, 2016; Judge & Piccolo, 2004). Behavior leadership attributes (BLA) studies provided insight into the effective leadership dynamics of successful managers, aiming to determine if specific characteristics were generalizable and "documented performance to other follower groups by their tasks and environments" (Konopaske et al., 2018, p. 408). Leaders of organizations that adopt the view that CLT is "risky, transitory, rare, and emotional" could demonstrate sound decision-making by empowering their followers with the necessary skills, expertise, and mentorship guidance, which may enhance effective productivity by taking calculated opportunities (Yukl & Gardner, 2020). "Strategic Management Approach, which is macro leadership theories" (Kollenscher et al., 2018, p. 22) employs a theoretical approach to "organizational behavior" (Hallo & Nguyen, 2022, p. 2) holistically, rather than focusing on individual or team members, which could minimize potential inherent bias in the hiring process (Monroe, 2025).

A Five-Stream Perspective: HRM Employee Retention

The hiring selection process implemented by HRM in response to the organization's request for personnel, at all levels, acknowledges that the fulfillment of specific job responsibilities is essential to the organization's effectiveness through the decision-making process to hire the best candidate to fit the organization's job description by enhancing the collaborative work initiative within the organization's citizenry. The

hiring manager's confidence in the human resource professional's (HRP) skill and expertise in the hiring decision-making process is crucial to a CLM that incorporates the psychological empowerment, PJF, POF, and OC in the training, development, and retention of the hired personnel selected. Kollenschner et al.'s (2018) research suggested that the implementation of VCOLT is a comprehensive, effective, and strategic approach to leadership management for achieving sustainable organizational performance.

Figure 1: HRM Employee Retention: A Five-Stream Perspective

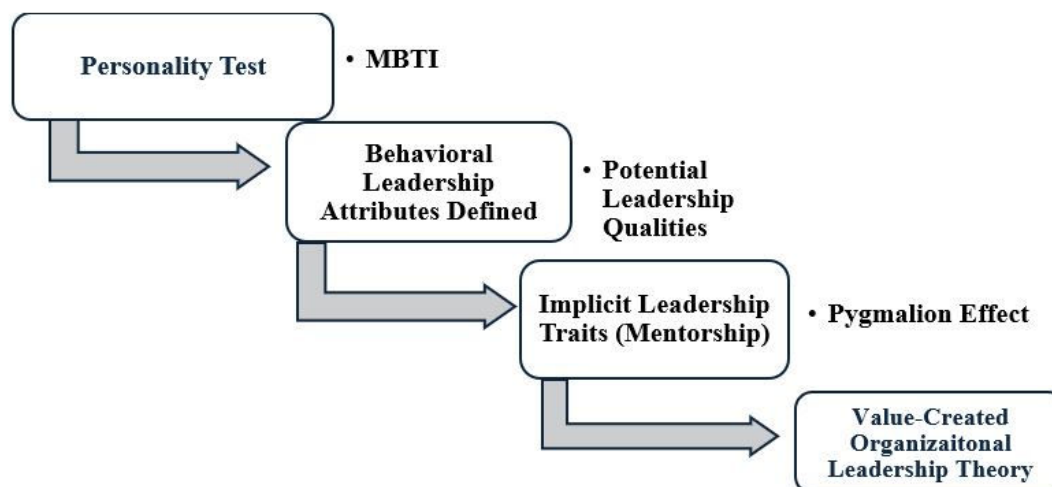


Note. The prevailing position as a VCOLT framework suggests the integration of vision, influence, and mentorship from a meso, micro, and macro perspective, which involves the flexibility in the manager's approach to leading the workforce in self-efficacy, innovation, adaptation, and the balance of HRM, identifying BLA, fostering organizational citizenry, training and development programs, and retention through efficient decision-making in the hiring process (Kollenschner et al., 2018; Offermann et al., 1994; Offermann & Coats, 2018; Winner, 2008; Yukl & Lepsinger, 2004).

Value-Creating Organizational Leadership Theory (VCOLT)

As managers strategically determine the organizational needs of their departments, the framework is created from a transformational (e.g., micro/influence), strategic management (e.g., macro/vision), and structuring (e.g., meso/operations, product development, customer-centered marketing) viewpoint, which, in this context, refers to the collaboration of the leader-follower dynamic, exemplifying VCOLT attributes (Kollenschner et al., 2018). Therefore, Kollenschner et al. (2018) asserted that “behavioral patterns (BLA), infrastructure and motivation are core processes” in determining the implementation of the VCOLT cycle perspective (p. 29). Value-based mentorship in an organization’s operational design has been noted in the hiring process through the use of personality test indicators, as emphasized by HRM in the BLA (Monroe, 2025). The sequence in identifying potential leadership qualifications hinges on the HRP identification of BLA, using the big five test modules (e.g., Myers-Briggs Type Indicator – MBTI), questionnaires, recognizing that mentorship for leaders within their organization, in concert with employee training and development initiatives, could frame the workplace culture as a means of personal empowerment for the employee to become the best fit for their position within the organization (Monroe, 2025). Moreover, job satisfaction and OC to the well-being of an employee could lead to employee retention as valued citizens in the work environment (Ansong et al., 2024; Mustata & Niculescu, 2016; Sulistiowati et al., 2018; Tufail & Jehahgir, 2018; Winston, 2019).

Figure 2: Progression of Identifying in MBTI for Potential Leadership Qualifications Using ILT and VCOLT



Note. Compilation of conducted research – MBTI (Judge et al., 2002), CVF (Vilkinas & Cartan, 2001; Vilkinas et al., 2020), Causal Relationships (Yukl & Gardner, 2020), ILT (Offermann & Coats, 2018), and VCLOT (Kollenschner et al., 2018; Judge et al., 2002).

Behavioral Leadership Attributes (BLA)

The behavioral attributes of leaders who exemplify effective decision-making demonstrate task- or people-oriented motivation in performing their job responsibilities. Yukl and Gardner (2020) state that specificity in the leader's inclination to "plan, clarify, monitor, problem-solve, or focus productivity" (p. 13) could be regulated to be task- or people-driven in accomplishing personal or organizational goals and objectives from a "holistic understanding" in leadership decision-making (Hallo & Nguyen, 2022, p. 1). Furthermore, the collaborative efforts between leaders and followers, based on long-term goals and intrinsic needs, enable the display of a cohesive mentorship interaction that extrinsically motivates and challenges followers, leading to a mutual communicative interaction that enhances potential workplace productivity (Judge & Piccolo, 2004; Rinaldi, 2020).

Therefore, Yukl and Gardner's (2020) causal relationship diagram represents the leader's traits and skills that have attributes that can influence organizational processes. Followers may emulate and model the behavioral attributes asserted by their leaders by adapting to situational variables. This process could produce performance outcomes that reflect the guidance and example set by the leader.

Transformational Leadership Theory (TLT)

The leadership which positively influences, inspires, and motivates followers to emulate their behaviors, with a commitment to making effective managerial decisions that direct, propel, and structure the organizational culture to achieve excellence, is the purpose of the VCOLT model (Bass & Avolio, 1990; Judge & Piccolo, 2004). According to Judge and Piccolo (2004), the dimensions of transformational leadership exemplified are "charisma, inspired motivation, idealized influence, and intellectual incentives" to enhance productivity and workplace camaraderie (Geiger & Peck, 2016; Judge & Piccolo, 2004, p. 755).

Charismatic Leadership Theory (CMT)

The leader's ability to communicate a vision to their followers that resonates and empowers them to model leadership behaviors, engage in productivity under the leader's guidance, and achieve attainable success is a key aspect of the persuasive influence of charismatic leaders (Yukl & Gardner, 2020). Value-centered moral conviction is the pivotal aspect of the leadership principles portrayed in the focus of this research. However, charismatic persuasion is contingent upon authentic personal values, the leader's beliefs and values, and the follower's actions, which must align with these values to contribute to the organizational citizenry when modeling their leader's behavioral attributes (Dean & Huizinga, 2022; Hewlin et al., 2017; Winston, 2019). The

principles of morality in the Judeo-Christian belief system recognize the outward distinguishable behavior qualities of “love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control” as a premise for relational interactions (Dean & Huizinga, 2022; Ishaq et al., 2023; Monroe, 2024; *New King James Version*, 1982/1984, Galatians 5:22–23; Toulassi, 2022).

Strategic Management Theory (SMT)

SMT focuses on the organizational vision, supervision of the workforce, control to gauge operational effectiveness, planning, analysis, and the implementation of strategic goal setting to present organizational stability in the marketplace (Kollenschner et al., 2018). Hou and Li (2024) acknowledged the complexity of SMT because of the multidisciplinary fields of diverse thought; therefore, they chose a triangulation model to identify the SMT framework in literature through the lens of “ontology linking phenomenology to rhetoric” as their theoretical prototype to define its resilience and adaptability for sustainable endurance (p. 3762). Furthermore, SMT is defined by the formulation of strategic, creative ways to enhance operational productivity by demonstrating the value of an organization’s product or service to its customers and stakeholders in the marketplace as a strategic competitive edge (Amason, 2011; Ployhart & Weekley, 2017).

Collaborative Leadership Model (CLM)

The CLM suggests the amalgamation of generalizable attributes from (a) implicit leadership theory (ILT), (b) the psychological empowerment of followers, (c) the characteristic of the PJF concept, (d) the characteristic of the POF concept, and (e) the OC to the human resource workforce to train, develop, promote, and retain employees who contribute to the organization’s vision, mission, goals, objectives, and strategy for longevity in the marketplace as an integral component to employee hiring and retention.

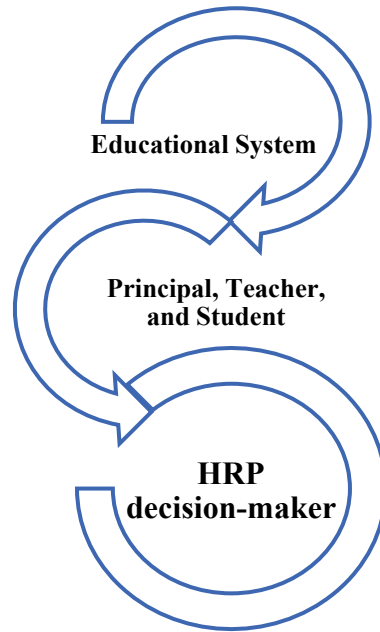
Implicit Leadership Theory (ILT)

Mentorship within the organizational framework translates to a collaborative effort to enhance a follower’s ability to gain knowledge, skills, and promote camaraderie within the organizational environment. Organizational citizenship develops in the early stages of an employee’s life through the educational system, creating an environment that fosters the collaborative influence between the principal, teacher, and student in the learning process (e.g., TeachLive™) (Bellido-Garcia et al., 2022; Kelley & Wenzel, 2019; Monroe, 2025).

Offermann et al. (1994) acknowledged the importance of understanding the workplace environment that fosters the ILT concept, where eight distinctive factors were found

using mixed methods of qualitative and quantitative research to test instruments to determine the underlying framework of ILT and its resulting factors of whether the hypothetical scenarios have validity, reliability, and generalizability. Further research conducted by Offermann and Coats (2018), using a longitudinal method over 20 years, confirmed that the ILT factors are “intelligence, sensitivity, dedication, strength, masculinity, charisma and tyranny” (p. 513).

Figure 3: The Educational System’s Influence on the HRP’s Hiring Process



Note. Monroe, 2025, p. 21.

Psychological Empowerment

Leaders within organizations who promote collaboration between leadership and their followers’ efforts based on “meaning, self-efficacy, and self-determination” enable them to influence the operational aspects of an organization and empower the workforce culture to reach its highest potential (Hernon & Rossiter, 2006; Yukl & Gardner, 2020, p. 97). According to Hernon and Rossiter (2006), BLA at every level of an organization’s hierarchy encourages the development of leaders, which in turn will “influence the effectiveness” of their workforce (p. 260). Furthermore, the psychological confidence exemplified in the mutual exchange of the organization’s (a) vision, (b) camaraderie amongst their peers, (c) adaptability, (d) optimism, (e) self-awareness, (f) empathy, and (g) employee interest in training and development leads to the potential existence of “self-management and emotional intelligence” exemplified in leadership decision-making through leadership mentoring the workforce (e.g., TLT) (Hernon & Rossiter, 2006, p. 260).

Person-Job Fit (PJF)

Ishaq et al. (2023) investigated the impact of leadership's moral competence within an organization's citizenry and its effect on an employee's "task performance, and behaviors" within the context of the person being fit for the job and the organizational culture (p. 14). The acknowledgement of psychological empowerment attributes in employees within the study showed optimistic performance, which enhanced the affirmation of PJF and POF, influencing the overall results. According to Ishaq et al. (2023), previous studies have suggested that additional behavioral attributes, such as retention, commitment, and performance, are affected by POF behaviors (e.g., well-being, motivation, citizenship, retention).

However, the primary focus of the study was on the moral competence of organizational leadership's effect on the psychological empowerment characteristics of followers who possess the ability to achieve effective productivity balanced with personal well-being and organizational citizenship behaviors (e.g., POF) (Ishaq et al., 2023).

Person-Organization Fit (POF)

The effectiveness of leadership within an organization is crucial for operational collaboration between leaders and followers to complete tasks and manage personnel effectively. Bloodgood and Morrow (2003) researched the strategy formation process, focusing on how leadership influences an organization's performance in the marketplace by implementing quality strategic choices that govern the workflow of its personnel. Vilkinas and Cartan (2001) recognized through their research that competing values, such as "flexibility-stability and external-internal focus dimensions" (e.g., integrator role), demonstrate managerial effectiveness in their work environment (p. 175).

Ansong et al. (2024) emphasized in their findings that citizenship behavior within an organization is a step beyond the requirements of a job description; therefore, the additional incentive for an employee to adjust to fit into the organizational culture may not be rewarded or recognized by leadership. Organizational citizenship behavior is considered a "social exchange theory behavior" (Ansong et al., 2024, p. 1).

Organizational Commitment (OC)

Hasan et al. (2021) conducted qualitative research regarding the OC within private-sector organizations regarding (a) work-life balance, (b) PJF, (c) job satisfaction, and (d) working conditions, of which 843 responses yielded 77% of the total completed questionnaires. Job satisfaction was the pivotal factor that linked affective OC, PJF, and work-life balance. Within the VCOLT model, the organization's ability to nurture,

motivate, and structure workforce expectations is crucial (Hasan et al., 2021). If organizations promote leadership and follower collaboration, the results could strengthen the cultural work environment, leading to organizational sustainability and job satisfaction (Jayanthi & Mathews, 2023; Kollenschner et al., 2018).

Employee Retention

According to Jayanthi and Matthew (2023), the camaraderie, recognition, empowerment, and trust exemplified by leadership foster a teamwork environment, promote participatory engagement between the leader and follower, and cultivate loyalty to the organization. An organization's ability to retain employees who have been trained and developed to produce efficient, effective, and quality results within the workplace is a valuable asset to the organization at any level within its hierarchy. Leadership that recognizes and values the contributions made by its followers should be acknowledged, appreciated, and encouraged.

About the Author

Gladys M. Monroe Nelson, PhD, holds a Bachelor of Science (BS), specializing in business administration and finance, from Virginia Union University and a Master of Science in Accounting (MSA), specializing in auditing, from Purdue University Global (Kaplan). She is a graduate of Regent University, having accomplished her pursuit of a doctoral degree in organizational leadership with a focus on ecclesial studies from the School of Business and Leadership. This degree enables her to provide a wealth of knowledge and experience to the academic fields of study and to consult with not-for-profit organizations and corporations on achieving fiscal responsibility and effective HRM through fostering transformational leadership attributes in their hiring policies and procedures.

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