



Article

The Role of Work Efficiency in Enhancing Organizational Effectiveness

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Abstract: Work efficiency has become an increasingly important topic in management research due to its strong influence on organizational effectiveness. In modern organizational environments characterized by rapid technological change and increasing competition, institutions must ensure that their human resources are used effectively. This article examines the theoretical foundations of work efficiency and explores its role in improving organizational effectiveness. Particular attention is given to the factors that influence employee efficiency, including competence, motivation, working conditions, leadership, and organizational culture. The study also discusses strategies that organizations can adopt in order to strengthen employee productivity and improve institutional performance. The analysis suggests that organizations that consistently focus on improving work efficiency are more likely to achieve sustainable development and maintain stable performance in dynamic environments.

Keywords: work efficiency, organizational effectiveness, employee productivity, human resource management, labor productivity, employee motivation, organizational culture, leadership, management systems, institutional performance

1. Introduction

Recently, the concept of work efficiency has engaged rising attention in management studies as organizations try to adapt to quickly changing economic and technological situations. Global contesting, digital transformation, and rising expectations concerning organizational performance have notably changed the mode institutions organize their internal processes [1]. Under such circumstances, the effective utilization of human resources has become one of the most decisive factors influencing organizational success. Employees are the primary drivers of organizational activities, and their ability to perform tasks efficiently plays a critical role in determining productivity, service quality, and institutional outcomes.

Work efficiency generally refers to the ability of employees to achieve their responsibilities effectively while using obtainable resources in a prime manner. These resources include time, knowledge, professional skills, technological tools, and organizational support. When workers are capable of finishing tasks efficiently, organizations can achieve better results while minimizing unnecessary use of assets. Thus, efficient work practices promote not only improved productivity but also enhanced service quality and stronger organizational performance [2].

The importance of work efficiency has grown considerably as organizations increasingly rely on knowledge, innovation, and collaboration. In modern workplaces, employees are expected to show not only technical competence but also the ability to

Citation: Mukhtorali Kizi, S. K. The Role of Work Efficiency in Enhancing Organizational Effectiveness. American Journal of Social and Humanitarian Research 2026, 7(5), 50-58

Received: 10th Feb 2026

Revised: 21th Mar 2026

Accepted: 18th Apr 2026

Published: 11th May 2026



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adapt to new technologies, solve problems creatively, and cooperate effectively with colleagues. Accordingly, work efficiency now implicates several dimensions of employee performance, including communication, decision-making, teamwork, and continuous learning [3].

On the other hand, organizational effectiveness refers to an organization's ability to achieve its strategic objectives and succeed in its mission while efficiently using its resources. It indicates how successfully an institution controls its inner processes, manages its workforce, and responds to external challenges. Because employees are responsible for implementing strategies and performing operational tasks, their level of work efficiency has a direct impact on organizational outcomes [4].

Understanding the relationship between work efficiency and organizational effectiveness is, therefore, important for both researchers and practitioners in the management field. Organizations that make a conscious effort to improve how efficiently their employees work tend to cope better with changes in their environment. In many cases, they are also able to maintain stable productivity levels and remain competitive over time. This suggests that employee efficiency is not just an internal issue, but a factor that can influence broader organizational outcomes.

With this in mind, the present study looks at the role of work efficiency in supporting organizational effectiveness. It does so by drawing on relevant theoretical perspectives, examining the main factors that shape employee efficiency, and considering practical approaches that organizations can use to improve overall workforce performance [5-8].

2. Materials and Method

This study employed a qualitative and analytical research approach to examine the role of work efficiency in enhancing organizational effectiveness. The research was based primarily on a comprehensive review of scientific literature related to human resource management, organizational behavior, leadership, employee motivation, and digital transformation in organizational settings. Academic books, peer-reviewed journal articles, and theoretical studies published by recognized scholars in management and organizational research were analyzed systematically.

The methodological foundation of the study relied on comparative and descriptive analysis. Different theoretical perspectives regarding employee productivity, leadership practices, organizational culture, and management systems were compared in order to identify the major factors influencing work efficiency. In addition, the study examined how these factors contribute to broader organizational effectiveness, including productivity, institutional performance, adaptability, and sustainable development.

The research also applied a conceptual analysis method to evaluate the interrelationship between work efficiency and organizational outcomes. Key variables such as employee competence, motivation, working conditions, leadership style, communication systems, and technological integration were explored through interpretation of existing scholarly findings. Sources from human resource management theory, motivational psychology, and organizational effectiveness frameworks were integrated to provide a multidimensional understanding of the topic.

Furthermore, the study utilized an integrative approach by combining classical management theories with contemporary perspectives on digital transformation and organizational performance. This allowed the research to examine both traditional and modern determinants of employee efficiency within dynamic institutional environments.

The collected theoretical materials were critically reviewed and synthesized to formulate conclusions regarding the strategic importance of work efficiency in modern organizations. The findings presented in the study are therefore based on theoretical interpretation, comparative evaluation, and systematic literature analysis rather than empirical field investigation.

Literature Review

The concept of work efficiency has been a main theme in management, organizational studies, and economics. Scholars emphasize that employee efficiency directly influences an institution's ability to achieve its objectives, maintain competitive advantage, and

manage resources effectively (Drucker, 1999; Armstrong, 2014). Classical economic theories often connected efficiency to labor productivity, measuring it as the ratio of output to input (Taylor, 1911; Fayol, 1949). While these perspectives established the foundation for understanding productivity, contemporary research recognizes work efficiency as a multidimensional construct that encompasses human, technological, and organizational factors.

Peter Drucker (1999) argued that workers' productivity represents the most valuable asset of modern organizations. In knowledge-driven economies, the performance of employees—particularly knowledge workers—determines the long-term sustainability of institutions. Drucker emphasized that management systems must create conditions that allow employees to utilize their skills and knowledge optimally while promoting professional growth. His insights underline that efficiency is not solely about output quantity but about the effectiveness of employees in applying their expertise to generate value.

Human resource management (HRM) plays a pivotal role in enhancing work efficiency. Armstrong (2014) highlights that recruitment, training, performance evaluations, and motivation mechanisms significantly influence employee productivity. When organizations align HR practices with employee development goals, workforce performance improves substantially. Similarly, Becker and Huselid (1998) demonstrated that organizations with strategic HR systems achieve higher productivity and better financial outcomes. Their findings suggest that HR practices such as career development programs, training opportunities, and performance management systems are central to fostering employee efficiency and contributing to organizational effectiveness.

Leadership and organizational culture are also critical determinants of work efficiency. Robbins and Judge (2017) argue that leadership styles, communication processes, and workplace culture shape employee engagement, which in turn affects efficiency. Leaders who provide clear guidance, constructive feedback, and support for professional development cultivate environments that encourage high performance. Organizational culture, when focused on collaboration, innovation, and accountability, promotes behaviors that reinforce efficiency at both individual and collective levels (Bass, 1990; Yukl, 2013).

Porter's (1990) theory of competitive advantage underscores the strategic role of efficiency in achieving sustainable performance. Efficient use of human resources, process optimization, and continuous improvement in operations enable organizations to lower costs, enhance service quality, and respond to environmental changes effectively. Institutions failing to manage efficiency adequately risk decreased performance, lower competitiveness, and compromised long-term sustainability.

Technological advancements have introduced new avenues for improving work efficiency. Digital platforms, automation, and information management systems allow employees to perform tasks faster, reduce errors, and collaborate effectively across teams and locations (Brynjolfsson & McAfee, 2014; Davenport, 2018). Integrating technology into work processes enhances efficiency while also promoting innovation, knowledge sharing, and informed decision-making.

Employee motivation remains a fundamental driver of work efficiency. Motivated employees are more likely to invest effort, demonstrate commitment, and maintain high performance levels (Deci & Ryan, 2000; Herzberg, 1968). Motivation can be intrinsic, stemming from personal satisfaction and meaning, or extrinsic, resulting from recognition, promotion, or financial incentives. Organizations that establish effective motivation systems experience sustained improvements in workforce efficiency (Locke & Latham, 2002; Latham & Pinder, 2005).

Despite extensive research, challenges continue. Many organizations face gaps in training, unclear performance expectations, inadequate motivation systems, or poor management practices, which hinder efficiency (Guest, 2011; Boxall & Purcell, 2016). Organizational culture and communication also affect efficiency, influencing collaboration, accountability, and knowledge-sharing behaviors. Contemporary research suggests that integrating HR practices, leadership development, technology, and culture

is essential for improving efficiency and organizational effectiveness (Delery & Doty, 1996; Wright & McMahan, 2011; Bharadwaj et al., 2013).

3. Result and Discussion

Results

The analysis demonstrated that work efficiency has a direct and significant influence on organizational effectiveness. Organizations that maintain high levels of employee efficiency tend to achieve stronger productivity, improved service quality, and greater institutional stability. Efficient employees contribute to faster task completion, better decision-making, and more effective utilization of organizational resources [9].

The study identified employee competence and professional skills as one of the primary determinants of work efficiency. Organizations that invest in continuous professional development, technical training, and knowledge improvement create a workforce that performs tasks more accurately and productively. Employees with updated professional competencies are also more adaptable to technological and organizational changes [10].

Motivation was found to be another critical factor influencing employee efficiency. Both intrinsic and extrinsic motivational mechanisms positively affect employee engagement and commitment. Institutions that implement fair reward systems, career development opportunities, and recognition programs generally experience higher levels of workforce productivity and organizational performance.

The findings also showed that leadership and organizational culture strongly affect efficiency levels. Supportive leadership practices, clear communication, and participative management approaches encourage employees to work more effectively. In organizations where collaboration, innovation, and accountability are promoted, employees demonstrate stronger commitment and improved work performance [11].

Technological integration emerged as an important contributor to organizational efficiency. The use of digital systems, automation tools, and communication technologies allows employees to reduce repetitive tasks, minimize operational errors, and improve coordination across departments. Organizations successfully integrating technology into work processes often demonstrate higher institutional effectiveness and operational flexibility.

In addition, the analysis revealed that positive working conditions and effective communication systems enhance employee productivity. Safe work environments, access to modern equipment, and transparent information exchange reduce stress and support efficient task performance.

Overall, the results indicate that organizational effectiveness is strongly connected to how successfully institutions manage employee efficiency. Organizations that combine human resource development, effective leadership, technological innovation, and supportive organizational culture are more likely to achieve sustainable development, maintain competitiveness, and improve long-term institutional performance [12].

Organizational Effectiveness

Organizational effectiveness refers to an institution's ability to achieve its objectives while enhancing the use of available resources. It is a multidimensional concept encompassing service quality, productivity, employee satisfaction, and sustainability. Measuring effectiveness can involve both financial indicators, such as cost efficiency and profitability, and non-financial measures, including service delivery quality, innovation, and stakeholder satisfaction.

Human resources are central to organizational effectiveness. Employees implement strategies, carry out operational activities, and ensure that institutional goals are met. The efficiency with which employees perform these tasks directly impacts the organization's performance and the quality of its services. Furthermore, effective institutions demonstrate adaptability, responding to changes in technology, environment, and societal expectations [13].

Leadership significantly influences effectiveness. Leaders who establish clear goals, foster motivation, and build supportive cultures enable employees to align their performance with organizational priorities. Effective management systems—including clear roles, streamlined processes, and transparent communication improve operational efficiency and institutional outcomes.

Ultimately, organizational effectiveness depends on the integration of work efficiency into broader institutional strategies. When employees are efficient, institutions can deliver higher-quality outputs, optimize resource use, and maintain sustainable development in competitive environments.

Factors Influencing Work Efficiency

Work efficiency in an organization is determined by a complex interplay of individual, organizational, and environmental factors. Recognizing these factors allows organizations to develop targeted strategies to enhance productivity and overall performance. Efficiency is no longer considered simply the amount of work completed relative to time; it is increasingly understood as the quality of work, the employee's engagement, and the optimal use of resources [14].

1. Employee Competence and Skills

Competence is the foundation of work efficiency. Employees with strong technical skills, knowledge, and professional experience can perform tasks faster and with higher quality. Continuous professional development ensures that employees remain up-to-date with industry standards, technological advancements, and new work practices. For example, in technology-driven companies, staff who receive regular coding workshops or software training are able to implement solutions more efficiently than those who rely solely on outdated skills (Armstrong, 2014). Organizations must therefore prioritize ongoing training programs and skill development to maintain a capable workforce [15].

2. Motivation and Incentives

Employee motivation significantly affects productivity and efficiency. Motivated employees are more committed, focused, and persistent in achieving organizational goals. Motivation can be intrinsic, such as the satisfaction of completing meaningful work, or extrinsic, such as monetary rewards, bonuses, or public recognition (Herzberg, 1968; Deci & Ryan, 2000). A lack of motivation can lead to disengagement, lower productivity, and reduced work quality. Organizations that develop well-structured reward systems, career progression opportunities, and recognition programs foster higher levels of efficiency.

3. Working Conditions

The physical and psychological environment directly impacts employee performance. Adequate lighting, ergonomic furniture, safe working spaces, and access to necessary tools and technologies create conditions conducive to efficient work. Conversely, poor working conditions, excessive noise, overcrowded offices, or outdated equipment can reduce focus and increase fatigue. For example, in manufacturing industries, companies that upgrade machinery and maintain safe working conditions often see measurable increases in productivity and lower error rates [16].

4. Leadership and Management Practices

Effective management and leadership practices are crucial to creating an environment where employees can work efficiently. Clear communication of goals, regular feedback, support for problem-solving, and participative decision-making enable employees to understand their roles and responsibilities (Robbins & Judge, 2017; Bass, 1990). Leaders who practice transformational leadership inspire creativity and commitment, while authoritarian styles can suppress initiative and reduce efficiency. Strategic alignment of leadership practices with organizational goals ensures that employees' efforts contribute effectively to institutional success [17].

5. Organizational Culture

Culture shapes employee behavior and collective work habits. Cultures that promote collaboration, innovation, accountability, and learning encourage employees to share knowledge, improve processes, and adopt best practices (Yukl, 2013). In contrast, rigid or toxic cultures hinder communication, discourage innovation, and limit efficiency. For

example, tech startups with a culture of open collaboration often outperform competitors with hierarchical, restrictive work environments [18].

6. Technological Resources

Modern organizations increasingly rely on technology to support efficiency. Digital platforms, enterprise software, automation systems, and communication tools enable employees to perform tasks more quickly, reduce errors, and facilitate collaboration (Brynjolfsson & McAfee, 2014; Davenport, 2018). Employees with access to user-friendly and integrated technologies are able to focus on value-adding activities rather than repetitive or administrative tasks [19].

7. Communication and Coordination

Effective communication ensures smooth coordination across teams, departments, and hierarchical levels. Clear channels, timely information sharing, and transparent feedback mechanisms prevent misunderstandings, reduce duplication of effort, and support efficient decision-making. For example, project teams using real-time communication platforms can quickly resolve issues, leading to faster project completion and higher quality outcomes [20].

8. External and Environmental Factors

Work efficiency is also influenced by factors outside the immediate control of the organization, such as market dynamics, regulatory frameworks, and economic conditions. Organizations operating in highly dynamic markets must ensure that employees are adaptable and processes are flexible to maintain efficiency.

In summary, work efficiency depends on a combination of personal, managerial, cultural, and technological factors. Organizations that address these determinants holistically are better positioned to achieve sustained improvements in employee performance and organizational outcomes.

Strategies for Improving Work Efficiency

To enhance work efficiency, organizations must adopt strategic and integrated approaches. Improving efficiency requires interventions targeting both the individual employee and the broader organizational environment.

1. Training and Professional Development

Investing in employee training equips the workforce with the necessary knowledge and skills to handle tasks effectively. Training can be technical, such as software or machinery skills, or soft-skills oriented, like communication, problem-solving, and time management. Continuous development ensures that employees remain adaptable to new technologies and evolving market demands (Armstrong, 2014). For instance, companies that implement regular leadership workshops or skill-upgrading courses experience higher overall workforce productivity.

2. Performance Evaluation Systems

Regular and transparent performance appraisals help employees understand expectations, recognize achievements, and identify areas for improvement. Constructive feedback encourages employees to develop their skills, refine processes, and increase task efficiency. For example, goal-setting frameworks like Management by Objectives (MBO) help align individual performance with organizational goals, ensuring that employee effort contributes directly to institutional effectiveness (Locke & Latham, 2002).

3. Motivation and Reward Mechanisms

Motivated employees consistently perform at higher levels. Organizations can implement financial incentives, recognition programs, promotions, or professional growth opportunities to encourage commitment and effort (Herzberg, 1968). Well-structured reward systems not only acknowledge individual contributions but also reinforce behaviors aligned with organizational goals. For example, sales teams often see performance improvement when bonuses are linked to measurable targets.

4. Leadership Development

Effective leadership is essential for guiding employees and fostering a culture of efficiency. Training leaders to provide clear direction, support employee development, and encourage collaboration helps create a productive work environment (Yukl, 2013).

Transformational leaders, in particular, inspire employees to exceed expectations and innovate, contributing to overall organizational performance.

5. Technology Integration

Technology enhances efficiency by automating repetitive tasks, facilitating information access, and supporting real-time collaboration (Brynjolfsson & McAfee, 2014). Digital tools such as project management software, workflow automation, and communication platforms reduce time wastage and improve accuracy. Organizations that successfully implement technological solutions often experience significant improvements in productivity.

6. Organizational Structure and Process Optimization

Clearly defined roles and streamlined processes minimize duplication of effort and reduce confusion. Simplifying reporting structures, eliminating unnecessary bureaucratic steps, and standardizing procedures allow employees to focus on core responsibilities, increasing efficiency. For example, companies that adopt lean management principles improve workflow speed and output quality.

7. Fostering a Positive Organizational Culture

Culture affects employee engagement and productivity. Encouraging innovation, collaboration, accountability, and continuous learning motivates employees to improve their work practices (Robbins & Judge, 2017). A positive culture fosters initiative and reduces resistance to change, making organizations more agile and efficient.

8. Employee Involvement and Empowerment

Engaging employees in decision-making processes and giving them autonomy to manage tasks encourages accountability and creativity. Empowered employees are more likely to develop innovative solutions, identify process improvements, and perform efficiently. Participation in organizational planning strengthens commitment and ensures that employee efforts align with strategic objectives.

By combining these strategies, organizations create an environment where employees can perform optimally, processes are streamlined, and technological tools support productivity. Implemented consistently, these approaches lead to measurable gains in work efficiency and, consequently, enhanced organizational effectiveness.

Discussion

The relationship between work efficiency and organizational effectiveness is not as simple as it may initially appear. In real organizational settings, it develops through the interaction of multiple factors rather than a single direct link. When employees are able to work in a more organized and focused manner, this is often reflected in higher productivity, better quality of results, and more reliable service delivery. At the same time, these outcomes also depend on how well the organization supports its employees.

Employee competence, motivation, and level of engagement play an important role, but they do not operate in isolation. Their impact is closely connected to leadership practices, management systems, organizational culture, and the availability of technological support (Drucker, 1999; Armstrong, 2014; Robbins & Judge, 2017). For example, even well-qualified employees may struggle to perform effectively if management lacks clear direction or if the organizational environment discourages initiative. In a similar way, advanced technologies can only improve performance when employees understand how to use them and feel confident applying them in practice.

This suggests that improving efficiency requires a more balanced approach. Organizations need to consider how different elements work together rather than focusing on individual factors separately. Human resource practices such as training, performance evaluation, and reward systems are particularly important in this regard, as they help align employee efforts with organizational goals (Becker & Huselid, 1998; Boxall & Purcell, 2016). When this alignment is achieved, employees are more likely to work consistently and with greater purpose.

Leadership also plays a central role in shaping employee performance. Leaders who are able to provide clear direction, recognize employee contributions, and create a supportive environment tend to encourage higher levels of engagement. In such conditions, employees are more willing to take responsibility, develop their skills, and

cooperate with others. Over time, this creates a culture where continuous improvement becomes part of everyday work (Yukl, 2013).

Technological development further strengthens this process. Digital tools and automated systems can reduce routine workload, minimize errors, and speed up decision-making. However, their effectiveness still depends on how they are integrated into organizational processes and how employees interact with them.

Overall, work efficiency should not be viewed as a final goal on its own. Rather, it acts as a mechanism through which organizations achieve broader results. Institutions that invest in their employees, support a positive working environment, and make thoughtful use of technology are generally better positioned to maintain performance, improve service quality, and remain competitive. In dynamic and knowledge-based sectors, this connection between employee performance and organizational strategy becomes especially important.

4. Conclusion

Work efficiency remains one of the key factors influencing how organizations achieve their objectives. Employees who are able to manage their responsibilities effectively contribute not only to higher productivity, but also to maintaining consistency in performance and quality. At the same time, efficiency is shaped by a range of interconnected factors, including professional competence, motivation, working conditions, leadership, organizational practices, and technological support.

In practice, organizations that pay attention to these areas tend to achieve more stable results. Training opportunities, fair performance evaluation systems, and supportive leadership help employees develop confidence and improve their performance over time. In addition, a work environment that encourages collaboration and new ideas allows employees to adapt more easily to changing conditions.

From a broader perspective, improving work efficiency should be seen as an ongoing process rather than a one-time initiative. It requires continuous effort from management to balance human resource development, leadership practices, and the use of technology. Organizations that are able to maintain this balance are more likely to achieve sustainable growth and remain competitive in the long term.

Further research may focus on how emerging trends, such as digital transformation, remote work, and knowledge-based practices, continue to influence employee efficiency and organizational performance in different contexts.

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