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Item Type	Bachelor dissertation
Authors	Phillip, Nadien J.
Citation	Philip, N.J. (2023). A study on how Aruba was lead thru adversity: Leadership Frame of Aruba's Prime Minister During the COVID-19 Pandemic 2020-2021. Bachelor dissertation. University of Aruba.106 pp.
Publisher	University of Aruba
Download date	2026-04-13 09:08:01
Link to Item	https://hdl.handle.net/20.500.14473/799

**A Study on how Aruba was Lead Through Adversity:
Aruba's Prime Minister's Leadership Frame During the COVID-19 Pandemic 2020-2021**

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Assignment: Bachelor Thesis

Date: 03/07/2023

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Acknowledgements

Firstly, I would like to thank everyone that supported me throughout the last few years during the time I was studying at the University of Aruba. I would like to thank the different bosses I had the pleasure to work with during this period of my life, for allowing me to have flexible working hours while attending the University. Without my family, friends, and colleagues, it certainly would have been more difficult to manage all my tasks and responsibilities. Through my journey at the University of Aruba I have learned a lot, I developed a lot of qualities and received a lot of insights that I did not have prior to starting my education in the Organization, Governance and Management Faculty. Secondly, I would like to thank every person and organization that participated in this study, allowing me to make this research a reality. Thirdly, I would like to thank all the University lecturers that inspired me with their positive attitude and motivated me to complete my education. I must say that the lecturers at the University of Aruba showed that they are passionate and dedicated professionals towards the success of the students. Lastly, I would like to thank the entire team of the University of Aruba for creating such a positive environment on campus, maintaining it clean and for always being friendly. It was a positive experience and I truly appreciate the opportunities for growth that the University offers all students with different needs and in different situations, such as mine being a working parent.

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Abstract

This thesis is a study of the leadership style of the Prime Minister of Aruba Evelyn Wever - Croes during the COVID-19 Pandemic. The study is aimed at exploring the impact of the Prime Minister approach during the COVID-19 Pandemic situation in Aruba. Based on the experience of members of organizations that were involved with the measures implemented during the pandemic, and based on the experiences of her staff members during the same period. The research will focus on the four leadership perspectives of the Four Frame Model of Leadership by Bolman and Deal (2008) which are the: Structural Frame, Human Resources Frame, Political Frame, and Symbolic Frame. The main research question for this qualitative research is: *“How have the leaders of the most affected GOs, NGOs and staff experienced the leadership perspective of the Aruban PM during the COVID-19 Crisis Pandemic, and what impact did it have on their daily tasks?”* Twelve semi-structured interviews were conducted, six of them with leaders and managers from the involved organizations and six with staff members of the Prime Minister.

Key concepts: Leadership, Leading in crisis, Public Leadership, Leadership during COVID-19 , Female Leadership, Bolman and Deal's Four Frame Model of Leadership,

Abbreviations

PM: Prime Minister

GOs: Governmental Organizations

NGOs: Non-Governmental Organizations

FASE: Fondo di Asistencia Social di Emergencia

WHO: World Health Organization

BRA: Bureau Rampenbestrijding

AVP: Arubaanse Volkspartij

MEP: Movimento Electoral di Pueblo

POR: Pueblo Orguyoso y Respeta

OLA: Organizacion Liberal Arubano

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Chapter One: Introduction

In March 2020, Aruba detected the first few cases of COVID-19 on the Island, as was announced by the Prime Minister of Aruba during an extraordinary Press Conference (Gobierno di Aruba, 2020). After issuing this statement, Aruba's Prime Minister Evelyn Wever - Croes made crucial decisions such as the closing of airspace with countries with high rates of infections according to the World Health Organization (WHO), followed by the cancellation of all public events. Shortly thereafter, the Prime Minister made an announcement imposing a travel ban on the movement of individuals across the Aruban border. Additionally, a "shelter in place" order was introduced, which advises individuals to stay at home and restrict activities outside their household. These measures were implemented with the objective of reducing person-to-person contact and minimizing the spread of the virus within the community. Considering that tourism is Aruba's main economic pillar, the travel ban had an enormous impact on the island. This decision resulted in many companies closing and people becoming unemployed due to being directly or indirectly affected by measures imposed on that industry. Subsequently, the Prime Minister introduced an Economic Recovery Plan which was divided into three phases namely immediate, short-term and medium/ long-term:

- Immediate: financial aid for people and companies that completely or partially lost their income. This was called 'Fondo di Asistencia Social di Emergencia (FASE),

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- Short-term: Fast Tracking of projects that could help the economic situation of the island and
- Medium/Long term: Development of a new economic model.

The COVID-19 pandemic brought about an unprecedented situation in Aruba, with multiple crises occurring simultaneously in different sectors. These crises included issues like limited hospital capacity and social turmoil.

This study focuses on the leadership perspective of the Prime Minister (PM) during the COVID-19 Crisis, based on the experience and perceptions of members of organizations and staff that were involved with the PM and the measures implemented by the government during the pandemic. Throughout the research, the terms "perspective," "approach," and "frame" will be used interchangeably to describe the leadership as experienced by the research participants.

This research seeks to provide a comprehensive understanding of the leadership practices adopted in Aruba during the COVID-19 pandemic. By gathering input from private organizations, public organizations, and Prime Minister's office staff, the study will explore different viewpoints and experiences throughout the crisis. The analysis will be guided by Bolman and Deal's Four Frame Model of Leadership, a well-established framework introduced in 1991. Despite originating in 1991, the model remains a dynamic framework that undergoes continual updates to incorporate new studies, cases, and data, as exemplified by the same authors recent publication in 2022. This continuous revision captures the evolving nature of organizations, changing demographics, and the process of modernization, which involves adapting systems, organizations, and societies to keep

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pace with current technological, social, and cultural advancements. The Four Frame Model offers a comprehensive perspective on leadership through four distinct frames or lenses: structural, human resource, political, and symbolic. This model stands out from other approaches by emphasizing on the understanding that diverse situations and organizational contexts demand adaptable approaches.

The information gathered based on the experiences of the different leaders and the PM's staff will provide insight about the leadership perspective used by the PM during the COVID-19 pandemic. The premise of the thesis is to illustrate complexities of leadership in a crisis situation in Aruba and provide data which can be used by the leader studied for reflection purposes or for other researchers or professionals interested in understanding leadership in the context of the small island of Aruba. Furthermore, Aruba being a Small Island Developing States (SIDS) could benefit from insights obtained from leadership studies to improve governance procedures, such as policy implementation, strategy planning, and decision-making. This information can assist leaders in SIDS in strengthening their governance frameworks and procedures, which will result in more effective and efficient government.

Thus, to be able to understand how Aruba was lead during crisis based on the applied leadership frame of the Prime Minister, this paper will ask the main research question: *“How have the leaders of the most affected GOs, NGOs and staff of the PM experienced the leadership perspective of the Aruban PM during the COVID-19 Crisis, and what impact did it have on their daily tasks?”*

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In order to effectively address the main research question, the study will actively explore and provide answers to three sub-questions:

- *Which leadership perspective best represents the Prime Minister Evelyn Wever - Croes based on Bolman and Deal's Four Frame Model of Leadership, during COVID-19 period according to staff members of the PM?*
- *How would The Prime Minister Evelyn Wever - Croes's leadership style best be described, based on Bolman and Deal's Four Frame Model of Leadership, during COVID-19 period according to leaders of GOs and NGOs?*
- *What impact did the measures proposed by the PM have on the daily tasks of these organizations during the COVID-19 pandemic, according to the staff and leaders of GOs and NGOs?*

To address these questions, the study will utilize qualitative semi-structured interviews with a purposively selected sample of 12 participants. The selection process considers specific criteria, including the availability of participants and their firsthand experience of working with the Prime Minister during the COVID-19 pandemic in the period of 2020-2021.

The participants will be divided into two distinct categories: one group will comprise six members from Governmental Organizations (GOs) and Non-Governmental Organizations (NGOs) referred to as "non-staff," while the other group will consist of six staff members from the office of the Prime Minister of Aruba referred to as "staff." This categorization aims to establish a contrasting perspective between individuals who have

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worked with the Prime Minister during the COVID-19 pandemic in different organizational settings. In addition, since this is a qualitative research thesis, its goal is to gather in-depth information to better comprehend the leadership style of the PM and its impact on the research participants in their work. This research method allows for a better understanding of the participants and gives them the opportunity to share their experiences using their own words. By applying this approach, the research topic can be explored more comprehensively and achieve deeper insights into the unique experiences of the participants.

The organizations that were selected in this research are: Directie Volksgezondheid (DVG), Aruba Tourism Authority (ATA), Bureau Rampenbestrijding Aruba (BRA), Huisartsen Vereniging Aruba (HAVA), Sociale Verzekeringsbank (SVB), Dienst Openbare Werken (DOW) and Ministry of General Affairs, Innovation, Government Organization, Infrastructure and Spatial Planning. Considering that this research was conducted during the pandemic, some interviews were conducted through video-call and others were conducted in person.

To uphold ethical standards in the research, guidelines and principles are in place to safeguard the rights, welfare, and well-being of research participants. In line with these standards, participants were provided with information about the anonymity of their involvement, ensuring their identities would remain confidential. Additionally, they were informed of their voluntary participation, emphasizing their right to decline answering any question. These measures were implemented to prioritize the protection and

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autonomy of the research participants, aligning with the ethical principles governing the research process.

In the following chapter some context will be provided regarding the pandemic and the link with decision making-measures in Aruba. Then the literature review and theoretical framework will be presented. Afterwards, the research design and the method will be described, followed by the research results and the analysis of the research from the data collected. The thesis will conclude with the answers to the research questions, recommendations together with the limitations of and reflection on the research.

Chapter Two: Contextual Background of Leadership in Aruba

2.1 Introduction

This chapter provides background information about the three core subjects which helps us understand leadership on the island, firstly through historical background of leadership in Aruba, followed by information of the current Prime Minister of Aruba Evelyn Wever - Croes who is the first female Prime Minister of Aruba, and past crisis situations on the island together with the COVID-19 Crisis situation, which will help us understand the current situation of the island and the impact of that the leadership frame has had on the crisis situation.

The chapter is divided in the following sections: (a) Historical background of leadership in Aruba, (b) Professional history of the first Prime Minister of Aruba Evelyn Wever - Croes, and (c) Aruba's 2020 COVID-19 Crisis Situation.

2.2 Leadership in Aruba Throughout History Period (1986 - 2020)

Aruba is a relatively small island in the Caribbean and forms part of the Kingdom of the Netherlands. Before 1986, Aruba was part of the Netherlands Antilles, up until this year the citizens of Aruba elected the Island Council. As stated in the book *De Staat van Bestuur van Aruba*, (Weenink et al., 2011) This changed in 1986 when Aruba obtained a Status Aparte and became a separate autonomous member of the Kingdom of the Netherlands. For many years, most voters voted for the Arubaanse VolksPartij (AVP) or for Partido Patriotico Arubano (PPA). while Movimiento Electoral di Pueblo (MEP) was

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launched in 1971. Before 1971, PPA was the traditional competitor of AVP, but this changed in 2005 (p. 80).

In the book *Leadership in Aruba* (Goede, 2000), the author assesses leadership in Aruba during the years 1990 until 2000. According to the author, Aruba had many great leaders, “especially when Aruba was going through a very difficult period” (p. 31) Here the book refers to the progress that Aruba has made achieving Status Aparte soon after the Lago Refinery left Aruba and directing the focus on tourism. However not everyone has a positive opinion on leadership in Aruba. Some argue that leaders “serve micro interest instead of general interest” (p. 31).

In Aruba, Betico Croes is remembered as the great leader by people who respected his skills and not only by citizens who agreed with his ideas. Some of his characteristics were that he was reliable, focused on consensus and he had the ability to bring calmness during difficult times. Though there were mixed opinions on whether Aruba had great leaders, there was a noticeable shift, described as “progress being reported” (p. 32). Women started participating more in politics and thus shifting the island's leadership style towards a more participative style of leadership. There was one female minister in the Eman I Administration and two female ministers in Eman II Administration. In 2017 the Wever - Croes I administration started with two female Ministers, including the Prime Minister. In 2020, a third female was part of the Administration for a few months.

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On the effectiveness of leadership, the author Goede provided a comparison between the public and private sector, in which leadership in the private sector was seen as more effective than public sector (p. 33).

All in all, people in Aruba stated that leadership in Aruba has been good during the timeframe of 1990 until the year 2000, noticing positive developments on the island since the day that the Lago Refinery closed and Status Aparte. This is besides the negative comments towards the interests of the government and politicians (p. 34).

Despite the aforementioned opinion that leadership was effective from 1990 until 2000, there were some notable challenges with the Government between the years 1994 till 1998. That was the first time Aruba formed a coalition Government between AVP and Organizacion Liberal Arubano (OLA) which lasted three years, the government period was interrupted due to lack of trust in the leadership practiced by the leader of OLA. After this period AVP won the following election in 1997 and MEP won the elections twice in a row 2001 and 2005. In 2009, AVP once again won the general election and 2013, thus twice in a row. However, the situation changed again in 2017 during the general elections, when after 16 years Aruba had once again a coalition government formed between MEP, Pueblo Orguyoso y Respeta (POR) and RED Democratico (RED).

It is noteworthy to mention that during the years that Aruba was part of the Netherlands Antilles (1951-1986), There were two occasions where there was a Female Prime Minister. Lucina da Costa Gomez - Matheeus who served as the Prime Minister of the Netherlands Antilles briefly in 1977 and Maria Liberia-Peters who was the Prime Minister of the Netherlands Antilles from 1984 to 1986 and from 1988 to 1994.

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2.3 Professional History the first Prime Minister of Aruba Evelyn Wever - Croes

Mrs. Evelyn Wever-Croes became the first female Prime Minister of Aruba on November 17, 2017. By profession Evelyn Wever-Croes is a lawyer specialized in tax, and has made a career in the public sector for 13 years as head of the Tax Department in Aruba. She also worked in the private sector for six years as a tax lawyer and a lawyer, before joining the political party Movimiento Electoral di Pueblo (MEP) in 2009. She was elected as the leader of the political party MEP in the year 2011 and she was a member of Parliament of Aruba during the years 2009 until 2017. During her first run as a political candidate in 2009 she received enough votes to obtain a seat in the Parliament. In 2013, it was the first time that Evelyn Wever - Croes participated in the election as the leader of the political party MEP. Since forming the coalition government with political parties Pueblo Orguyoso y Respeta (POR) and RED Democrático, the Administration Wever - Croes I, described their leadership approach as working together as a coalition for Aruba and being human centered, placing the people/community before any decision making (Prime Minister Office, 2021). In 2021 there was another political election where Evelyn Wever - Croes once again as the leader of the political party MEP, was re-elected as the Prime Minister of Aruba. The current administration suggests a collaborative approach “Aruba mester di nos tur”, which translates as “Aruba needs us all” so that together challenges can be faced to achieve the common goal which is sustainable prosperity and improved quality of living (“Programa Di Gobernacion 2021-2025 ‘Aruba Mester Di Nos Tur’,2021).

2.4 Aruba's 2020 COVID-19 Crisis Situation

One of the main focuses of the Aruban Government in 2020 was regulating and mitigating the risks of COVID-19. The Emergency Response Agency / Bureau Rampenbestrijding (BRA) began to monitor the COVID-19 developments on January 17, 2020. On March 13, 2020, the first infection was detected in Aruba.

Because of the identification of the virus COVID-19 on the island and the possible risks and implications of this for the population, the Prime Minister who was in charge of General Affairs, declared the situation as a crisis on the same day, March 13th 2020 (Jaarverslag 2020 Ministerie Algemene Zaken, 2021, p. 6).

There were a few facts that the Prime Minister took into account when making this decision which were:

- The WHO had already declared COVID-19 as a pandemic
- The COVID-19 is an infectious disease
- On March 13th, 2020, the first case of infection in Aruba was diagnosed
- Considering the level of contagiousness of COVID-19, the chance existed of disturbance in the lives and health of people
- The necessity to limit the further spread of the virus as much as possible

Besides these points another main reason for declaring the situation as a crisis was the limited care capacity in Aruba at the Horacio Oduber Hospital (HOH). The medical capacity would not have been sufficient if many people would have required medical care at the same time. BRA was able to mitigate this risk by ensuring a mobile hospital with

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60 units with a capacity for 360 patients, with support from The United Nations High Commissioner for Refugees (UNHCR) funds (p. 7).

COVID-19 started out as a health crisis and slowly caused more types of crises, including a social crisis with multiple dimensions because of the various sectors that it impacted. The measures which were taken included restrictions of groups of people to limit the transmission of the virus.

The COVID-19 did not only impact the healthcare system, education system, economy, home life, psychological and the social aspects, but also required unusual ways of working such as the use of technology, working from home, not being able to be in large groups and using more delivery services. With the effort to apply social distancing as much as possible.

Therefore, the crisis was categorized as a different crisis compared to other existing crisis structures that different teams have prepared for in the past such as for natural disasters. Not only in terms of the type of crisis, but also because of the long duration of the crisis (p. 8).

Due to the broad social consequences (public health, social, financial, economic), the national crisis structure was adapted and the island started with recovery phase in April 2020. When lockdown measures were introduced Aruba's income was reduced with 10 million a year from the tourism industry (Vota pa ken?, 2021).

During the recovery phase according to the annual report of the Ministry of General Affairs, attention was placed on:

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1. Preventing massive layoffs, through providing the wage subsidy (60% of salaries, to keep staff employed)
2. Support for the citizens most in need of income, through a financial allowance FASE, and emergency aid in the form of food packages to a total of 12,000 families.
3. Financial support to small and medium businesses of AWG. 4,000 per quarter, to cover operational costs.
4. The stimulation of investment projects by means of a “fast-track” project.

According to information provided in the 2020 annual report of the Ministry of General Affairs, the projects and multiple tax initiatives, contributed to prevent mass layoffs and escalation of social problems. “In addition, a structural medium- and long-term recovery plan was initiated to increase Aruba’s resiliency” (Ministerie van Algemene Zaken Jaarverslag 2020, 2021, p. 8). The Aruban Government was able to make this possible after loaning 900 million florin from the Netherlands.

Chapter Three: Literature Review and Theoretical Framework

3.1 Introduction

In this literature review, the fundamental concepts of the thesis, such as different definitions and interpretations of leadership, leadership during crisis situations, leadership during the COVID-19 pandemic and female leadership will be presented and elaborated on. Together with Bolman and Deal's (2008) four frames of leadership style and competencies model. The Four Frame Model of leadership elaborates on four leadership perspectives from which a leader may look at and address different situations. At the end of the chapter, the theoretical framework designed by the researcher is presented. The theoretical framework is based on the concepts of the literature review, which serve as a guideline to formulate the interview questions and analysis of the interview.

3.2 Exploring Leadership Descriptions

In this section, we explore how leadership has been defined throughout history based on academic literature and studies.

According to Hart (2014) "Every group or society needs to be governed if it is to survive and its members are to thrive" (p. 1). He further elaborates that every system of governance requires leadership. Furthermore, Raffo and Clark (2016) describe leadership as being a complex subject which has constantly evolved over years. Consequently, they state that there are many concepts, definitions, perspectives, and frameworks of leadership. Rafo and Clark further elaborated that considering that there is not one definition of leadership, the definition of leadership becomes a personal reflection of what a person believes in (p. 209).

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As was found by Northouse (2019) since he first published his book 20 years ago, “The public has become increasingly captivated by the idea of leadership. People continue to ask themselves and others what makes good leaders” (p. 32). In his book *Leadership: Theory and Practice*, Northouse makes a summary and highlights the evolution of leadership from different decades and indicates the definition of leadership for each decade.

- 1900-1920s control and centralization of power
- 1930s influence rather than domination
- 1940s group approach
- 1950s group approach, leadership as relationships/ share goals and effectiveness
- 1960s behavior that influence people
- 1970s organizational behavior, reciprocal process
- 1980s do as leader wishes, influence, traits, transformation
- 21st century leadership vs. management, process, authenticity, values, follower focus

Van Wart (2013) agrees with what the other authors mentioned above claim, on the definition of leadership being personal. But he argues that everyone having an opinion and definition of what leadership is does not have much value (p. 554).

According to Van Wart’s beliefs, regardless of the definition, leadership remains challenging. He also adds that there are different types of leaders, each with fundamental differences between them (p. 554).

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Although researchers agree that the definition of leadership is very complex and personal, Tremaine (2016) who conducted a study on what qualities from a leader matter most, suggests that a leader should lead by example and be an effective communicator (p. 125).

3.3 Qualities of Females Leaders

Sergent and Stajkovic (2020) conducted a study comparing male and female leaders during the COVID-19 pandemic, to see whether American states with female leaders had less COVID-19 deaths, compared to states with male leaders and the reason why (p. 771). In their study, different male and female qualities, and leadership qualities were discussed, focusing on characteristics linked to gender and leadership. Based on the study, Sergent and Stajkovic concluded that women governors displayed more empathy and confidence and that they were considered to be more responsive and faster at instilling a stay at home order.

Consequently, according to Sergent and Stajkovic, there were fewer deaths related to COVID-19 (2020, p. 780). They say that one reason behind this was that the female governors displayed more empathy and confidence during the many COVID-19 related briefings (p. 780).

Additionally, women leaders scored higher on charisma and individual consideration which were favored during crises (Sergent and Stajkovic, 2020, p. 771). Their research also showed how the communities reacted to the stay-at-home orders and how the gender of the leader delivering the message had an impact on how swiftly the state's residents complied. Sergent and Stajkovic (2020) noted that the way the message was communicated to the public may have had an impact on how residents responded.

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They found that there were differences between the contents of the briefings of male and female leaders, regarding the concepts of empathy and confidence (p. 776). Moreover, McGuire et al. (2020) who conducted a study on the communication style of New Zealand's Prime Minister during COVID-19, states that empathy is an important characteristic in crisis communication (p. 374). He points out that the female Prime Minister in New Zealand started off communicating with an evidence-based approach during the pandemic, but shifted quickly to a more empathetic approach. This promoted solidarity and common understanding which made it easier for the community to understand what was happening and move forward (McGuire et al., 2020, p. 374). McGuire et al. (2020) believe that as a result, New Zealand was viewed as one of the countries that were relatively successful at controlling the virus transmission (p. 374).

However, in accordance with a study on views regarding women in leadership (Horowitz et al., 2018), Americans hold the opinion that both genders are equally capable in terms of leadership qualities, yet a majority of 57% believe that males lead differently than women. According to Horowitz et al., from this percentage, 62% of respondents indicate that neither gender makes a better leader than the other, whereas 22% claim that women generally have a superior approach to leadership and 15% say that men do.

Thus, although in this study conducted by Horowitz et al. (2018) most people recognized men and females as being equally capable leaders, the ones that made a choice between who has the best leadership approach, chose female leaders. Additionally, Horowitz et al. point out that the public gives female leaders an advantage both in business and politics, stating that women show more compassion, empathy, and are better

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at compromising and standing up for what they believe in compared to men (p. 2). As was mentioned in the previous study, empathy is an admired leadership quality displayed by women leaders.

Zenger and Folkman (2019, p. 3) conducted research on the characteristics that distinguish exceptional leaders from average or below-average ones. In 17 out of the 19 instances in this survey, women received higher scores than men. The research also highlighted certain abilities in which women excelled over men. These abilities include taking the initiative, exhibiting resilience, actively seeking one's own development, pushing for desirable outcomes, exhibiting a high degree of integrity and honesty, encouraging the development of others, and building solid relationships.

Zenger and Folkman (2019) also found that there were two areas where women had a lower score compared to men: developing strategic perspective and technical and professional expertise (2019). They point out that women are repeatedly ranked higher in regard to a more human approach to leadership. This is in line with the study conducted by Sergent and Stajkovic that reached to the conclusion that women leaders tend to be preferred during times of uncertainty (2020, p. 773).

3.4 Leadership approach during crisis

According to the Merriam Webster dictionary, crisis is defined as “an unstable or crucial time or state of affairs in which a decisive change is impending, especially one with the distinct possibility of a highly undesirable outcome”. Another more simple definition from the same dictionary is “a situation that has reached a critical phase”.

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A recent study published by McNulty and Marcus (2020) states that leading during a crisis involves guiding people to the best eventual outcome. It involves seeing beyond the immediate and anticipating future obstacles (p. 2). Similarly, Kaul et al. (2020) state that one of the core leadership principles during a crisis is to have a realistic view of the current situation with optimism for the future. He points out that this includes communicating credible hope, being open about the challenges and being humble about not having all the answers (p. 809). Besides, Hart (2014) states that a crisis tests the resilience of communities and their governments (p. 128). However, one should not assume that a crisis implies bad news for the leaders; it may also provide them with unique opportunities. Some opportunities that Hart suggests are: changing existing policies, introducing new policies, and reforming departments and organizations (p. 129).

Related to changes taking place to improve an organization's circumstances during the pandemic, studies have shown that there are leaders that shifted their leadership style during the crisis. According to Fabac et al. (2020), who conducted a study on 77 leaders in the public and private sectors in Croatia, the study showed that during the crisis, leaders gave more guidance and explanations to followers, citizens, and employees, and that characteristics related to a supportive leader stood out. On the other hand, a leadership approach that focused on personal achievement and was goal-oriented decreased (pp. 368–369).

3.4.1 Crisis Type and Level

Johnson, a London based crisis consultant and the author of a book titled *Crisis Leadership* (2017, as cited by McGinn, 2017), believes that when it comes to leading

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during a crisis, one should focus less on the need for flowcharts and checklists and more on developing a crisis ready culture. Johnson also believes in having strong/steady leaders who can make wise decisions fast (as cited by McGinn, 2017, p. 165). Johnson (2017), as cited by McGinn (2017), p. 165, suggests that managing a crisis requires resisting impulses in favor of determining what is actually happening, carefully considering the needs of stakeholders, and formulating a clear mission to direct the response. Similarly, O’Keeffe (2020) agrees that strong leaders are essential to get organizations and communities through a difficult period but also stewardship (p. 39).

According to Oroszi (2018) “a defining characteristic of crisis leadership is that unique contextual factors put added pressure and stress on the leader” (p. 336). This again supports what Hart (2014) claims, which is that a crisis tests resilience.

Oroszi believes that the reason that a crisis puts pressure and tests leaders and organizations is due to the multiple factors present in a crisis, which increases the high-stakes nature of decision-making (p. 336). Thus, core elements of leading during crisis periods are centralized on a leader being able to adapt and reframe strategies to ensure that the organization and a society survives the crisis.

3.4.2 Effects of early action during crisis

According to Likhotal (2020) the COVID-19 crisis is “a catalyst and activator that brutally reveals and intensifies those tendencies for the transformation of the world and human behavior that have already matured” (p. 135). Meaning that, the COVID-19 crisis showed areas that are dated and need to improve. Murphy et al. (2020) argues that the speed/timing at which governments took decisions during the COVID-19 crisis, such as

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the early restriction of movement, had an important impact on containing the spread of COVID-19 across much of the Caribbean. The study by Murphy et al. also revealed that because most islands rely economically on tourism, finding a balance between economic wellbeing and public health is key (p. 5). Another example of how the rapid implementation of COVID-19 related measures was beneficial to an organization is shown by Beaman (2020). In his article Beaman states that the managing director at the organization Keyline Civils Specialist, had to adapt very quickly to be able to navigate the business through the time of crisis. He states that the situation forced the management to reassess their business priorities and industry routines to find new ways of working.

Similar to what was previously stated by Hart (2014), Beaman agrees that there were also positive developments that came with the crisis. His business, Keyline Civils Specialist, evolved in a time of a lack of clarity about the future due to COVID-19 pandemic and uncertainty regarding how the colleagues at Keyline would respond to the crisis (Beaman). Beaman points out a few changes that benefited the company during the crisis such as: increased communication across the business at every level allowed the company to introduce new processes and regular board and senior management meetings that made it possible for decisions to be made quicker, thus moving the company forward. Additionally Beaman (2020) said that he discovered that hardship brings out the best in people and that he gained a new perspective on the capabilities of his colleagues. Nevertheless, the COVID-19 pandemic proved to be a test on different leaders across the world. According to Dirani et al. (2020) some leaders have proved to be able to rise above the challenges while others struggled (p. 381). He states that in the midst of all

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lessons that emerged during COVID-19 crisis, constant communication with stakeholders about the different impacts, crisis resolution strategy, vision and future challenges, are very important (p. 390). Furthermore, the study, according to Dirani et al., suggests that during the COVID-19 pandemic, organizations with leaders who (1) provided strong roles and purposes, (2) shared leadership, (3) communicated, (4) ensured employee access to technology, (5) prioritized employee emotional stability, (7) maintained organizational financial health, and (8) promoted organizational resilience were the ones who flourished (p. 391).

3.5 Bolman and Deal's Four Frames of leadership

In 1984, Bolman and Deal began the development of a framework of structures and systems to examine organizational behavior and leadership styles. This framework was published in their book *Reframing Organizations* in 1991. The reason why Bolman and Deal's Framework is still relevant to leadership style-studies today is because to this day, there are a total of seven editions of this book published with the recent one published in September 2021. To keep up with current development, each edition of the book was updated to include new material, new research and case examples on popular topics. This seventh edition of the book, includes "new information on cross-sector collaboration, generational differences, virtual environments, globalization, cross-cultural communication, and more, with an expanded Instructor's Guide that includes summaries, mini-assessments, videos, and extra resources" (Bolman & Deal, 2021).

According to Haar's (2010) review on Bolman and Deal's 4th edition of *Reframing Organizations: Artistry, Choice, and Leadership*, the book is a "must have"

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resource for those involved in organizational leadership and categorizes the book as a classic. The reason that he suggests this is because the content of Bolman and Deal's framework focuses on proactive ways to think about opportunities and pitfalls and because Bolman and Deal include updated case studies and research among other new data. Additionally, Haar adds that Bolman and Deal emphasize the relevance of the ideas and concepts to all kinds of organizations, noting that a shared understanding and a common ground can strengthen both public and private organizations and that the methodology and the book offer a distinctive leadership strategy through the use of more potent thinking techniques rather than solutions (p. 53).

3.5.1 Perspectives that form the Four-Frame Model

The four-frame model consists of four perspectives of leadership that contribute towards generating a unique approach to handling challenging circumstances that leaders are in charge with. The framework incorporated insights from research and practice into four major frames: structural, human resource frame, political frame, and symbolic frame. See figure 1.

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Exhibit 1.1.
Overview of the Four-Frame Model.

	FRAME			
	STRUCTURAL	HUMAN RESOURCE	POLITICAL	SYMBOLIC
Metaphor for organization	Factory or machine	Family	Jungle	Carnival, temple, theater
Central concepts	Rules, roles, goals, policies, technology, environment	Needs, skills, relationships	Power, conflict, competition, organizational politics	Culture, meaning, metaphor, ritual, ceremony, stories, heroes
Image of leadership	Social architecture	Empowerment	Advocacy and political savvy	Inspiration
Basic leadership challenge	Attune structure to task, technology, environment	Align organizational and human needs	Develop agenda and power base	Create faith, beauty, meaning

Figure 1. Overview of the Four-Frame Model (Bolman & Deal, 2008)

3.5.1.1 The Structural Frame. The first perspective is the structural frame, which is referred to by the author as one of the oldest and most popular perspectives (Bolman & Deal, 2008, p. 43).

Organizations with an apparent goal, persuasive technologies, and stable authority will best fit with this frame. Bolman and Deal (2008) argue that organizations manage, coordinate and control through commands, supervision, policies, and rules. These scholars argue that the notion of this frame is that organizations manage their planning or control systems in a vertical manner, top-down and very formal.

When considering structural leaders, they show an effort to solve organizational problems by creating policies and rules or through reforming their organization (Bolman & Deal, 2008). It is essential for structural leaders to allocate data and analysis and

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maneuver on the ground levels of the organization, set clear guidelines, hold people accountable for results to establish organizational goals. The competencies that can be identified from the perspective of the structural frame are as follows: The structural leader 1) thinks very clearly and logically, 2) strongly emphasize careful plans and clear timelines, 3) develops and implements clear logical policies and procedures, 4) approaches problems with facts and logic, 5) has analytic skills, 6) is a technical expert, 7) makes good decisions and 8) pays attention to detail (Bolman & Deal, 2008).

3.5.1.2 The Human Resources Frame. The second perspective is the human resource frame. This leadership perspective usually operates in organizations where employee morale and motivation is low. This type of leadership style upholds that an organization's most vital resources are people's skills, insights, ideas, energy, and commitment. The human resource frame assumes that organizations serve human needs such as physiological, social, self-esteem and self-actualization (Maslow, 2001).

Organizations and people need each other. Organizations need skilled people with energy and ideas and on the other hand, individuals in organizations need salaries and careers. The human resource style of leadership considers relationships, feelings of people and seeks to be always helpful, where people will find work meaningful and satisfying. The competencies of a leader that can be identified from the perspective of the human resource frame are: (1) he or she shows high levels of support and concern for others, (2) builds trust through open and collaborative relationships, (3) fosters high levels of participation and involvement in decisions. Moreover, (4) he or she is

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consistently helpful and responsive to others, (5) has interpersonal skills, (6) is a good listener, and (7) coaches and develops people.

3.5.1.3 The Political Frame. The third perspective is the political frame. This third frame will become relevant in situations where resources are scarce, and conflict and diversity are frequent. According to Bolman and Deal (2008) the political frame is based on the fact that organizations exist out of various coalitions, individuals, and interest groups. Interest groups are hierarchical levels, units, professional, ethnic and gender groups. All groups have individuals and their values, preferences, beliefs, information, and perceptions of reality, which are not equal. Hence, the leaders must allocate scarce resources, which constitute decisions about who gets what, which are vital decisions in an organizational setting. Therefore, the leader must take into account that interests and conflicts of groups over limited resources are an essential fact. Bolman and Deal (2008) argue that the most valuable resource is power. The power struggle will emerge in the case of conflict. As mentioned before, conflict is predictable especially when resources are scarce.

On the other hand, the leaders must consider that goals and decisions emerge from bargaining, negotiation, and competition for position among members of different coalitions (Bolman & Deal, 2008). The leadership competencies that can be identified from the perspective of the political frame are: (1) the leader has exceptional ability to mobilize people and resources to get things done, (2) the leader is a very skillful and shrewd negotiator, anticipates and deals skillfully with organizational conflicts, (3) is very effective in getting support from people with influence and power, (4) has political

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skills, (5) builds strong alliances and has a power base ability to succeed in the face of conflict and opposition, and (6) has toughness and aggressiveness.

3.5.1.4 The Symbolic Frame. The last and fourth frame is the symbolic frame. The symbolic leadership frame is based on the importance of meaning, where differences of opinions can be interpreted differently by different people, since they have a variety of views that they use to give meaning to their experiences. The symbolic frame will be more appropriate and essential for the leader to practice symbols such as traditions and stories, when goals among others, are unclear. Therefore, symbols are potent (Bolman & Deal, 2008). The authors also explain that organizational events are developments that represent more than what took place. These events, for example, can cause myths, rituals, ceremonies that support an opportunity for people to find meaning and order. Thus the meaning behind what happened is much more importante (p. 253).

The leader who practices the symbolic leadership style, does so by evolving symbols that convey values through behavior, attention, and routines. The competencies that can be identified from the perspective of the symbolic frame are: (1) inspiring others to do their best, (2) being highly charismatic, (3) highly imaginative and creative, (4) having the ability to communicate a strong and challenging sense of vision and mission, (5) being able to excite and motivate others, and (6) being an inspirational leader.

3.5.2 The Multi-perspective approach

With all four competencies in mind, Bolman and Deal (2008), suggest that leaders should possess the competencies of all four frames. They also encourage leaders to

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practice a multi- perspective approach and adjust to situations or issues accordingly. Different research conducted in effective corporations, senior managers, public and non-public organizations, indicate that the use of multiple frames or viewing organizations and situations through multiple perspectives, is key to establishing a full picture of an organization (p. 326).

However, a past research conducted on leadership perspectives based on Bolman and Deal's four frames, show that most leaders only use up to two frames (Feuer, 2019). Nonetheless, when looking at the most successful and effective leaders, Bolman and Deal show that there is use of three or more frames. Therefore, Bolman and Deal suggest and encourage leaders to practice a multi- perspective approach ('multi-frames') and adjust to situations or issues accordingly (2008). A study conducted by Joo et al. (2014) titled "*Leadership Orientations of an Educational Leader in a Private University in Malaysia*", shows that the Structural Frame and the Human Resources Frame were selected as the leadership style of the educational leader (p. 685). The study also suggests that there is a need in this case for the leader to have more profound knowledge of the frames and the ability to use the frames (p.685). Bolman and Deal emphasize that when a leader applies different perspectives, better judgments can be made by applying the correct frame when needed (Bolman & Deal, 2008). Joo et al. affirm that: "The ability to reframe is important for effective leadership" (p. 685).

In addition, Heminway (2010) emphasized in the research "Reframing and Reforming the Securities and Exchange Commission" which risks are present if there is no use of multiple frame approach. According to the authors results, three frames were in

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use (human resource, structural, and symbolic). However one frame, the symbolic frame, was on the verge of not being applied which may cause disruptions and distractions (p. 659). In this study the author addressed a change in leadership of a company, and elaborated on how one has to pay attention to what symbol is carried forward with a vision. This is particularly important because symbols create emotional values, which may be lost if a transition ritual is not conducted. (p. 658)

Leaders who seek to learn about multiple approaches towards dealing with matters in their organization, broadens their view and ability to tend to complexities of their environment (Bolman & Deal, p. 21).

Considering the multiple approaches that are necessary during crises, the use of Bolman and Deal's four-frame model allows me to study how the leadership characteristics of the PM during the COVID-19 pandemic fit the model and how this style impacted the measures and policies that were implemented, according to the most involved GOs, NGOs, and staff members during the COVID-19 crisis period in the years 2020 and 2021.

3.6 Work Continuity During the Pandemic

One of the first and very evident effects of the pandemic was the impact that the public health crisis had on the work conditions in organizations and businesses. According to Savic and Dobrijevic (2022), companies started questioning how and where work will be conducted, where customers will be provided with service, products and services that can continue and the impacts of the measures adopted by governments (p. 2).

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They also state that one noticeable aspect for organizations to have a competitive advantage during COVID-19 was the extent that companies used technology prior to the crisis. Savic and Dobrijevic point out that besides removing boundaries by making people accessible through phone calls or video conferencing, technology also increased automation in daily work. “Under lockdown, customers turned to digital channels, from food shopping, to financial transactions, so the only contact with consumers was online (p. 4)”. This development by the community prompted organizations to make more use of digital resources (Savic and Dobrijevic, 2022). Additionally, LaBerge et al. (2020), points out that digitization has accelerated by several years during the COVID-19 pandemic and that.

Before the COVID-19 crisis, working from home was not a popular idea and was not considered practical. However due to the measures implemented to limit possible spread of the virus, many organizations resorted to remote work as a way to limit face to face contact and ensure business continuity (Savic & Dobrijevic, p. 4) .This development accelerated companies' digitalization processes and prompted better digital infrastructure, so workers could be facilitated to work from home (p. 5). Working from home showed for the employee to have both negative and positive impact. Some key positive effects mentioned by Savic & Dobrijevic are: improved work-life balance, being able to work flexible hours, avoiding commuting and saving money (p. 6). Some negative effects mentioned are: not being able to differentiate between working hours at home and non working hours which causes burnout, feeling isolated and feeling that their career is threatened (p. 9). Similarly, a research conducted by Suresh, Vigneshwar, & Priyadarshini

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(2021) found that factors influencing an employee's performance while working from home is time management but also reward and recognition from the organization (p. 26).

Moreover, Eferakeya (2021) points out that measures imposed by the government due to the emergence of COVID-19 altered office work environments. As mentioned prior, employees were asked to work from home both in the public and private sector, additionally the study results show an accelerated increase in the use of technology. Additionally, other findings in the study conducted by Eferakeya show that organizations experienced reduction of revenue and contract termination (p. 16). The study conducted by Eferakeya suggests that empathetic leadership is required where “leadership role in catering to employees welfare and well-being should be incorporated into the organizations culture” (p. 16).

3.7 Theoretical Framework

For this thesis research, a theoretical framework was designed based on the Four Frame Model by Bolman and Deal. The model presents four conceptual frames, the Structural Frame, Human Resources Frame, Political Fram and the Symbolic Frame through which organizations can be viewed and understood. The literature review explores and discusses these frames that are mentioned. The theoretical framework clarifies the key concepts, variables, and relationship between the Prime Minister of Aruba, policy and measure implementation and the research participants during the COVID-19 pandemic in Aruba.

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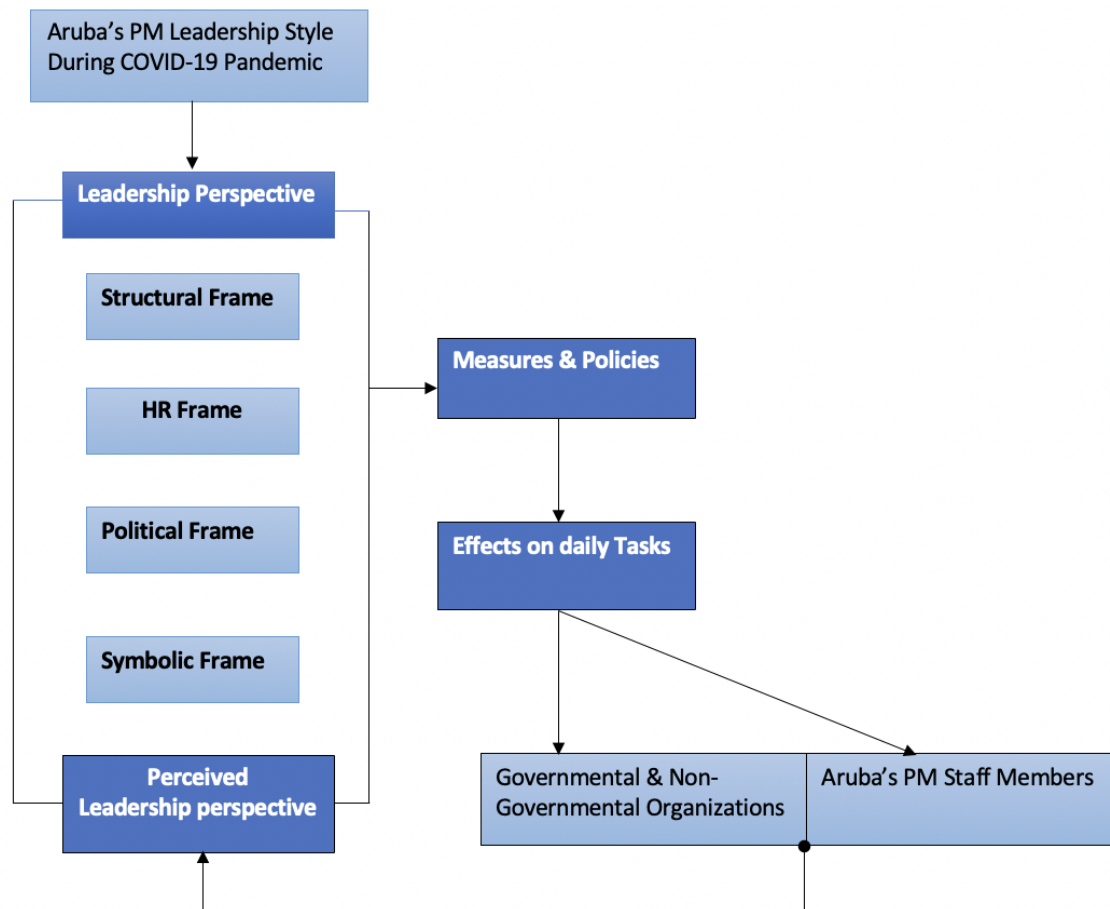


Figure 2. Theoretical Framework PMs Leadership During COVID-19 Pandemic

Chapter Four: Research Design & Methods

4.1 Introduction

This chapter will describe the research design together with the method applied to answer the main research question and the sub research questions. This is followed by a description of the participant sampling, data collection procedure, the research instrument that was used for this research, the ethical considerations, the trustworthiness and authenticity of the research.

4.2 Design of the Research

To be able to answer the main research question *“How have the leaders of the most affected GOs, NGOs and staff of the PM experienced the leadership perspective of the Aruban PM during the COVID-19 Crisis, and what impact did it have on their daily tasks?”*

The decision was made to conduct qualitative research. According to Bryman, “Qualitative research involves an in-depth understanding of human behavior and the reasoning that governs human behavior” (Bryman, 2016, p. 108). Thus, choosing to conduct qualitative research allowed me to receive more in-depth information on the themes relevant in this thesis which are leadership styles, leadership during crisis and the effects that measure implementation had, on daily tasks of the respondents. The intention was to obtain more data on how the respondents experienced work during the COVID-19 pandemic. Bryman (2016), states that “qualitative researchers express a commitment to viewing events and the social world through the eyes of the people that they study” (p. 399). Thus, qualitative research captures the perspective of those being studied (p. 400).

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To be able to understand the reasons behind a chosen leadership style it is difficult to obtain such information through closed questionnaires which do not allow additional explanation to be provided. The goal was to understand how NGOs, GOs and staff of the Prime Minister experienced working with her during a crisis period. Unlike questionnaires with numbers and scales, the qualitative research allows the researcher respondents to describe their experiences without being forced to place a label on a leadership type. Thus, if quantitative research design was chosen, valuable information about the leadership style applied by the Prime Minister during the COVID-19 pandemic may have been lost.

4.3 Participant Selection

To obtain more in-depth information on the research topic, six members of NGOs or GOs who worked with the Prime Minister during the COVID-19 pandemic and six staff members of the Prime Minister who also worked with the Prime Minister during the COVID-19 pandemic were selected. This offered the opportunity to obtain two different perspectives that can be used to contrast each other, considering that the Prime Minister probably has a different work relationship with both groups Staff and GO/NGO.

The number of participants chosen for this research was 12, which was the minimum number required for the thesis according to standards in qualitative research. The choice was made to have an even number of respondents, to be able to have a balance when comparing, contrasting or reviewing similarities of the different groups of respondents. For more details see table 1.

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Table 1.*Demographic Profile of the Respondents*

12 RESPONDENTS			
STAFF		NON-STAFF	
Years Working	Gender	Years Working	Gender
< 10	Female	>10	Male
< 10	Female	>10	Female
< 10	Female	<10	Female
< 10	Female	>10	Male
< 10	Male	<10	Male
< 10	Female	>10	Male

As mentioned before, this thesis purposefully separates the 12 interviewees into two groups: one group of six NGO and GO employees from different sectors, who all were closely involved and/or had key involvement in the COVID-19 crisis management, and would be referred to as “non-staff”, and another group of six staff members of the Prime Minister who will be referred to as “staff”. Also, the abbreviation PM, will also be used to refer to the Prime Minister.

The non-staff respondents are numbered from one to six and the staff respondents are numbered from seven to 12, based on which interview took place first. The two groups will serve as a contrast between people who work closely with the PM at her office and people who work externally with the PM, as a result of the COVID-19 crisis management structure. The experiences of both groups will show different perspectives on how each group perceives the PM's leadership style. Furthermore, this will also help

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to see the impact of that leadership perspective on the daily tasks of each group (staff vs non-staff).

To obtain meetings with the participants, I reached out to the Head of the Public Relations Department of the PM of Aruba, who assisted me with a list of NGOs, GOs and staff that worked with the PM during the COVID-19 pandemic. From that list, random choices were made who to interview. Additionally, once the selection was made, the Head of Public Relations assisted me by sharing contact details, including email addresses and telephone numbers, of the chosen participants. I reached out to the interviewees individually, providing them with a description of the interview request via email and text message. After receiving positive responses, the interviews were scheduled based on the availability of the selected participants. Due to the COVID-19 pandemic, three interviews were conducted online using Zoom, while nine interviews took place in person at the interviewees' designated location. Additionally, the participants were assured that their responses would be treated confidentially, and their identities would not be disclosed in the paper. All responses will be described in neutral formulations, for example, 'non-staff respondent one' and 'staff respondent seven'. Additionally, the respondents were asked if the interview may be recorded for later transcription purposes.

4.4 Research Instrument

The interviews were conducted one on one in quiet private offices. Each interview lasted on average 35 minutes. Before starting the interview the participant was provided with a short summary of the research topic together with a description about the purpose

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of the research, to avoid any misunderstanding. The participants were also welcomed to ask questions at the beginning and during the interview in case that they needed more clarification.

In order to obtain information on the experiences of the research participants, the questions were based on the important themes discussed in the literature review. The questions were semi-structured and open-ended, to provide the interviewees with the space to explain their experiences and point of view, without restriction. The use of semi-structured interviews gives the respondents space to express themselves, as opposed to using structured interviews that contain generally closed- ended or forced-choice questions (2016). Bryman considers this approach to be “flexible” and it creates the opportunity for an expressive and reflective interview, because of the way the questions are being asked (p. 469).

There were some general questions, questions related to the four different leadership perspectives (Human Resource, Political, Symbolic and Structural), and questions on the impact of measures and policies on daily tasks. A total of 29 questions, here are three examples of the questions: How would you describe the PM’s way of thinking? For example, what steps does she make when having to make a decision. How have you experienced the PM approach towards problems? And: How have you experienced her views regarding structure?

The questions were formulated using the theoretical framework made by the researcher and the theoretical framework was made based on the literature review.

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Furthermore, after conducting all the interviews, summaries were made with all key information, which subsequently were analyzed thematically, since the focus of the paper is on the experience according to the leadership perspective that the PM displayed during the pandemic. Through a thematic analysis this paper will be able to find patterns, similarities, and differences. After the initial thematic analysis, Nvivo, which is a qualitative data analysis software was used to help with organization of all the data that was entered through the interview summaries which permits better overview (See Appendix 4 for example of the coding).

4.5 Trustworthiness and Authenticity

Trustworthiness is composed out of four components which are credibility, transferability, dependability and conformability. To ensure the trustworthiness and authenticity of the research, complete records of the different phases of the research process were kept, such as the research participants' selection and interview recordings and transcripts (Bryman, p. 392). This, according to Bryman, contributes to the dependability aspect of the research because it allows the research to be audited. However, considering the amount of data a qualitative research produces this may not be the most preferred approach to validate a research. Bryman states that in social research complete objectivity is impossible, however there are ways for the researcher to demonstrate that the research was conducted in good faith. One way to do so is by establishing confirmability. In this study, confirmability was ensured by repeating the answer received by the participant when necessary, before proceeding to the next question during the interview.

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The potential risk for researcher's bias when conducting qualitative research was also acknowledged. To mitigate this risk, the researcher avoided the use of personal information and opinions during the interviews and as mentioned prior, semi structured interviews were conducted to provide a framework and gather the necessary information. The researcher also made sure that detailed transcriptions were made of the interview recordings to support the analysis and to enhance the trustworthiness of the findings. (p. 482). In addition, the research incorporates various academic articles and theories relevant to the research question.

After conducting interviews for this research, the summaries were created accurately by making use of direct quotes and statements to represent the true input of the participants. The researcher made sure to cover all the questions, and if a participant couldn't answer a question, the researcher asked for the reason and noted it down.

4.6 Ethical Considerations

According to Bryman, there are four ethical considerations a researcher must consider (2016, p. 135). These four principles are: Whether there is harm to participants, whether there is a lack of informed consent, whether there is an invasion of privacy, and whether deception is involved. Bryman mentions that “research that may harm a participant is regarded as unacceptable” (2016). To ensure that no harm was done to participants in terms of potentially disclosing work information, The researcher ensured to safeguard the confidentiality of those that were interviewed and not include their name or information that may give away their identity in the research. Moreover, the researcher made sure to receive each participant's consent prior to starting the interview. The

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participants were also ensured that the information used was strictly for the research being conducted for the completion of a bachelor's thesis at the University of Aruba. Lastly, in order to mitigate the risk of bias, the researcher ensured a neutral position throughout the interviews, refraining from expressing personal opinions. Participants were provided sufficient time to elaborate and respond to questions without any pressure or guidance towards specific answers, thereby avoiding potential influence. It is important to acknowledge that the researcher was employed by the PM during the research, highlighting the need to be cautious of any potential bias that could have influenced the research outcomes.

Chapter Five: Research Results and Analysis

5.1 Introduction

In this chapter the results of the 12 interviews conducted with six members of staff of the PM and six leaders of GOs and NGOs will be presented and analyzed. Firstly, the answers to the general interview questions will be presented, followed by the results of the first sub-question which is the staff's perspective on the PMs leadership approach during the COVID-19 pandemic, together with the result of the second sub-question which is the GOs and NGOs perspective on the PM's leadership frame during the COVID-19 pandemic. Lastly the results of the third sub-question will be presented which is the impact that the COVID-19 related measures and policies had on the daily tasks of the organizations interviewed.

5.2 Respondent Demographics

At the start of each interview, the research participants were asked a few questions to provide a general overview of what they perceive as a crisis, the amount of years working at the organization and if they were generally satisfied with how COVID-19 was managed.

5.2.1 Experience working in crisis situation

One of the staff members shared their experience of working during a past crisis situation, specifically the disappearance of Natalee Holloway in 2005, which had a significant impact on the island, particularly the tourism sector. It is important to note that this staff member's involvement in handling a crisis occurred at a previous organization. On the other hand, all the research participants in the group of non-staff described

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working in a crisis situation in the past at the same organization where they have experienced working through the COVID-19 pandemic. The crisis examples mentioned by two of the six respondents non staff is the disappearance of Natalee Holloway, there were also three respondents that mentioned the 2008-2009 financial crisis (Great Recession) which put more financial strain on the financial situation in Aruba (one of the respondents also mentioned Natalee Holloway previously). Other crisis situations that were mentioned by the non-staff which they categorized as crises that had lower impact were the Dengue outbreak in 2008, and some cases of flooding on the island during hurricane season.

5.2.2 Years of experience working at organization

All of the staff respondents have been working less than 10 years at the organization as with the PM, while all of the non-staff respondents have more than 10 years working at their organization except for one respondent who has been working at the organization for six years.

5.2.3 Level of satisfaction with how COVID-19 was handled

When the respondents were asked at the start of the interview how satisfied they were with how the COVID-19 pandemic was managed, all of the staff and the non-staff respondents stated that they were satisfied. Some of the reasons mentioned were that the PM without prior experience made difficult needed decisions for Aruba, and that these decisions were handled in the best way that it could have been handled. A quote of a staff respondent that describes this perspective is:

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Yes, I am satisfied. It was something new and big for all of us. I am actually proud of the way it was handled. I don't know if there would have been a better way. Looking back, I think it was the best way that it could have been handled (staff respondent 8, personal communication, 2022).

The non-staff respondents, who as mentioned prior were all also satisfied with the way the crisis was managed, provided examples of how the decisions made resulted in benefits for different sectors, such as health, tourism and finance. This non-staff respondent said:

Sure, overall satisfied with how COVID-19 was handled on the island. There is no handbook and no guidelines. Outbreaks and pandemics are very different. Because pandemics are worldwide you have to look around you and take into consideration not only locally what measurements you are going to take, but because it is a pandemic you also have to look around you what other international organizations like WHO and what their recommendations are (non-staff respondent three, personal communication, 2021).

Another outlook mentioned was the approach from the beginning of the crisis which ultimately resulted in fast recovery.

Overall I am satisfied with how the pandemic was handled, because if you look closely, Aruba was closed (locked down) for 90 days, from 13th of march 2020 until the 14th of may. We opened back with the more essential departments on the 12th of june: Aruba Bonaire and Curacao. The 1st of July with Europe, and

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the 10th of July with the USA, with a few exceptions. (non-staff respondent four, personal communication, 2021)

A non-staff participant credited the island's recovery speed from the pandemic to the PM's assertiveness stating: “Specifically yes, I was impressed by the assertiveness. The Prime Minister took a first stance on all the measurements that needed to be taken, very fast. These were difficult but necessary and showed that the interest of Aruba was at heart.” (non-staff respondent five, personal communication, 2022).

5.3 The Prime Ministers Leadership as Experienced by her Staff

The results show that the Prime Minister used multiple leadership perspectives while leading through the COVID-19 pandemic, because the characteristics mentioned by the staff respondents vary through characteristics pertaining to different frames. The characteristics that have been displayed by the Prime Minister based on what the respondents have described will be presented in order to get a better understanding of the characteristics noticed and how these correlate with Bolman and Deal's Four Frame Model during the COVID-19 crisis.

5.3.1 Structure, planning and strategies

According to the results there was a clear structure for the staff respondents during the COVID-19 pandemic. The respondents knew about this structure and for the most part they were ok with the work structure and how structured the PM was during the pandemic. The staff stated that the work structure remained the same as before and during the pandemic, and they described their work structure as follows, you have the PM at the top of the structure, followed by an office manager and then different departments

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thereunder (see appendix 2 for organogram). Everyone works on their specific task according to each department, and they report back to the office manager who communicates this to the PM. There are occasions that work communication and instruction may take place from the PM directly to the staff, skipping the office manager. This occurs mostly through the work group chat via Whatsapp. Besides this structure, the staff described the PM as being someone that works very structured in terms of how she coordinates responsibilities and expects that everyone is aware of their responsibility. Staff respondent ten stated: “She believes in structure and doesn't like to babysit.” Moreover, this respondent also stated that when the PM wants something done, she wants it done fast. “Especially during the pandemic when things had to take place fast. She was very on top of it.” With this the respondent described the sense of urgency that some work matters had to take place, which was accentuated during the pandemic.

Besides having a clear structure to follow, According to a staff respondent, the Prime Minister herself is very structured in everything that she does, in meetings, when presenting a topic and in her profession being a lawyer. The respondent described that the structure used during the pandemic was also applicable prior to the pandemic. Staff respondent eight was the only staff member that voiced that the structure could improve, stating “Her structure can be better, but I do think she makes the best out of it, based on what she has.” The respondent explained that limited resources and budget cuts makes it difficult to have the amount of people in place to fulfill necessary tasks.

When the staff respondents were asked to describe the PM's ability to plan work, all, except one respondent mentioned that the PM has a good or excellent ability to plan.

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Staff respondent 12 stated that: “The PM has a very, very good ability to plan. Everything is planned and she sticks to this planning. She really takes time into planning her way of working.” However, staff respondent eight believes that the Prime Minister's planning is very ‘ad hoc’, because the planning may change very abruptly.

According to the staff respondents' experience with how the decision making processes of the PM and how she approaches problems, all of the staff respondents stated that the PM consults and takes recommendations from others. Once she obtains these recommendations, she combines these with her own thoughts, so that she can make a final decision. Staff respondent 12 said that the PM is: ‘The PM is Quick to take decisions but a lot based on recommendations. She always seeks opinion from others first, which many times is her own thought. So even when seeking recommendation this is also her own opinion.’”

Furthermore, when looking at the implementation of policies and procedures the PM was described by the staff respondents as having a balanced approach, taking recommendations from those around her. According to staff respondent seven:

She always seeks balance when trying to implement policies and procedures.

During the pandemic she had to implement painful measures but responsible ones.

She takes into account short, mid and long term effects. “cu e pandemia aki a conduci na medidadnan tuma e impacto riba nos economia tabata fuerte e momento ey, pero tumando e medidanan trempan y na ora ta haci cu ya e economia a cuminsa herstel mas lihe cu a pensa. A crea confiansa den nos

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economia, danki na su decisionnan corecto tuma (staff respondent seven, personal communication, 2022).

According to one staff respondent, the Prime Minister faced considerable challenges in determining the necessary measures and policies to address the pandemic, particularly when it came to making the initial decision for the lockdown. Additionally, another staff respondent remarked that the Prime Minister exhibited a strong sense of righteousness in implementing policies and procedures. However, it's worth noting that staff respondent eight was the only one who suggested that the Prime Minister could benefit from more guidance in policy implementation.

5.3.2 Teamwork, Helpfulness and Coaching

The PM is perceived by all staff respondents as being very helpful towards others during COVID-19 crisis. “She helps other Ministers with funds from her budget, she helps with letters, also as a lawyer she helps others while working” (staff respondent nine, personal communication). This is also reflected in the answer provided by respondent 10 staff who said:

“She likes to help. She has been in Quota for many years, she sings in choir and is a very active person. Maybe now as a Prime Minister less, because of her responsibilities. But she still helps whenever and wherever she can”.

According to the majority of staff respondents, communication is very important for the PM. This involves receiving feedback from those she works with and everyone working with her gets to know her. Staff respondent nine describe the PM’s communication as:

“She is upfront and honest so she doesn't have a problem with this. She doesn't make

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false promises”. Similarly, staff respondent 10 stated that the PM has a good ability to talk and explain things to people, humble and direct.

Furthermore, all of the staff said that the PM listens very well and some consider this a skill of hers. Staff respondent 10 said that the PM listens to everyone and tries to balance the recommendations she received by listening to recommendations from everyone in the field.

The staff respondents highlighted that the Prime Minister consistently took into account how she would handle a situation if it directly involved her own family before making decisions for Aruba. This perception was shared by staff respondent eight, who affirmed that the Prime Minister consistently prioritizes the best interests of Aruba. Similarly, staff respondent 12 mentioned that the Prime Minister displays a great deal of empathy towards community issues, experiencing and understanding the emotions of others while maintaining a calm approach to problem-solving.

5.3.3 Objectives, conflict and Politics

A Staff respondent said that the PM has a good ability to persuade people. The respondent said that when the PM asks someone for something, it does not feel like an obligation. And the respondent credits this to the way that the PM talks. Similarly, another staff respondent said that the PM has a good ability to explain things that needed to be done and that she is humble and direct.

Regarding conflict mostly the respondents stated that the PM stays calm and has a lot of patience (staff respondent eight). However, staff respondent 12 noticed that the PM

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reacted, responded and tried to defend herself more during the pandemic, in comparison to prior to the pandemic.

Most of the staff members agreed that the Prime Minister handles conflicts and opposition with skill when formulating her responses. One staff member mentioned that the Prime Minister accepts criticism well and responds based on facts. Furthermore, others noted that the Prime Minister actively works on building strong relationships and support among her staff.

5.3.4 Vision, inspiration charisma

The staff respondents mentioned that the PM's vision during the pandemic was clear and referred to the plan for economic recovery that was developed together with stakeholders "Repositioning our Sails" (respondent 7 staff). Another staff respondent stated that the Prime Minister continuously repeats her mission and vision, especially her focus on integrity. Similarly, another staff respondent also stated that the Prime Minister has a good ability to project her mission and vision with those she worked with.

The Prime Minister's ability to be an inspiring leader, and adopting a motherly figure throughout the pandemic were mentioned by various respondents. What stands out is that all the respondents described the Prime Minister as being very inspiring. Respondent 8 staff said: "I think she is an inspiration for a lot of people, she was recognized internationally and that says a lot. She is someone that pushes through and is very inspirational for me as a person and as a Prime Minister."

5.3.5 Analysis of The PM's Leadership Perspective as experienced by the PM's staff

The staff respondents state that the PM showed empathy, confidence and that she also was very quick with implementation of measures to limit the spread of the virus, such as closing the border and placing a stay at home order. Similarly, In a study that was conducted in America by Sergent and Stajkovic (2020, p. 780) comparing American states led by male or female leaders, to determine which state had the least amount of COVID-19 related deaths. Results show that the female lead states had fewer deaths as a result of being more empathetic, displaying confidence and because the female leaders had a faster response rate at instilling stay at home order. Although Aruba is a small country and such comparison between male and female leaders was not possible to be done during the pandemic, the PM being female did show similar traits as mentioned in America by the female leaders.

Additionally, the same study conducted also shows that women leaders in America scored higher on charisma and individual consideration (p. 771), this is consistent with the results of from this research, where the respondents agreed that the Aruban PM embodied a motherly figure during the pandemic and got the nickname 'Tanchi' which means Aunt. The importance of the characteristic empathy during crisis is brought up multiple times in literature as part of the impact it has on communication. Similarly the female Prime Minister of New Zealand who had an empathetic approach (McGuier et al., 2020, p. 374), was also viewed as one of the countries who succeeded at controlling the virus transmission.

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Based on the PM's staff respondents, the PM was focused and had a clear vision of what she wanted to achieve for Aruba in spite of the crisis which was centered around ways to make the island more resilient. The staff respondents referred to the Masterplan *Repositioning Our Sails*, which was published in november 2020, which is a plan created by 125 professionals, based on knowledge and expertise from 175 sessions. The respondents were satisfied with the PM's approach during the pandemic and found her ability to lead without prior knowledge regarding leading through a pandemic admirable. However some staff respondents do find that the PM's vision for Aruba had to change as a consequence of the pandemic. Furthermore, the literature also suggests that leading through a crisis tests the resilience of communities and their governments and that it can provide leaders with opportunities. (Hart, 2014, pp. 128-129). Interestingly Aruba had a political election that took place in 2021, where the PM was the person with the most votes, thus becoming the vote getter, you see that the community supported the PM's leadership style and provided her with another opportunity to keep on leading the island through the pandemic.

Based on the responses provided by the PM's staff, it can be concluded that the PM did not provide more guidance, support and explanation to her employees, on the contrary, the staff respondents emphasized that the PM expected that everyone knew exactly what had to be done. On the other hand, the PM did provide the followers and citizens regularly with information and explanation through Press Conferences with updates regarding the COVID-19 containment measures and other relevant information. While, according to the literature review, studies have shown that leaders in the private

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and public sectors in Croatia gave more guidance and explanation to followers, citizens and employees during the crisis and characteristics related to supportive leadership stood out. The literature also denotes that a leadership approach that is focused on personal achievement decreased during the crisis, which was also brought up by a staff respondent who expressed that working during the crisis meant that everything was focused on the topic of COVID-19.

According to the staff respondents, the PM displayed various characteristics that match characteristics of different frames described by Bolman and Deal while leading through the pandemic.

The respondents initially described the PM as a leader who operates with a clear hierarchical structure, with the PM positioned at the top and an office manager serving as an intermediary between her and the staff. Furthermore, according to the literature, The Structural Frame is one of the oldest perspectives in leadership and is a perspective best suited for solving organizational problems by creating policies and rules or through reforming an organization (Bolman & Deal, 2008). Based on the interviews conducted with the staff members there were no reforms in the mentioned structure of the organization that took place while the PM was leading through the pandemic, however the responders did state that the work intensified and centralized mostly around the topic of the pandemic, which prior to the pandemic was not the case. Besides the sense of urgency to get the work done which is a characteristic of the structural frame, the staff respondent described working with the PM who is very structured as someone that expects that everyone knows what to do to get the job done according to planning. The

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PM is described as someone who makes her planning and sticks to the planning for the most part, taking into account that the planning might change as a result of her responsibilities as PM.

Based on the response of the staff respondents, the Prime Minister was very involved with others during the pandemic and regularly asked for feedback from those that she worked with. The responders state that the PM was helpful, empathetic and they described as being a very good listener. These characteristics coincide with the literature that states that especially during a crisis empathy is an important characteristic in crisis communication (McGuire et al., 2020, p. 374). The study was conducted on New Zealand's Prime Minister during COVID-19 , where it was shown that the empathetic approach promoted solidarity and common understanding which made it easier for the community to understand what was happening and move forward.

Furthermore, the staff stated that the PM has a good ability to mobilize people and get things done, good at persuading, she takes criticism well, handles fact based, and she trusts and builds alliances with those she works with. According to Bolman and Deal, this perspective is seen where resources are scarce, and conflict and diversity are frequent. This was not the case specifically in the organizational setting between the PM and the staff respondents. The moments that characteristic of the Political Frame was noticed are when the PM had to defend a point of view or communicate a certain news and measure to the community that may cause commotion considering the uncertainties that were caused due to the pandemic. The respondents described the PM as approaching conflict in a calm manner which brought a sense of balance.

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Lastly, according to the staff respondent, the Prime Minister is very inspiring, has a clear vision, projects her mission and vision clearly. Which are characteristics of the Symbolical Frame. Bolman and Deal stated that the leader that practices the symbolic frame, does so by evolving symbols that convey values through behavior, attention, and routines. All of the staff respondents described the Prime Minister as being a very inspiring leader through the pandemic who had a clear vision to follow. This vision the PM made sure to communicate with those she worked with, which was the case according to the responses provided by the staff-respondents.

All in all, the results from the interviews coincide with the literature on various themes such as the use of multiple frames to view and solve problems. A more structural approach when creating policies and rules, a human resources approach has proven to be beneficial in times of crisis, a political approach when needing to get things done and have an alliance with those you work with and a symbolical frame at times when inspiration is needed.

5.4 The Prime Minister's Leadership Frame according to GOs and NGOs

Results of the respondents show that the Prime Minister used multiple leadership perspectives while leading through the COVID-19 pandemic, because the characteristics mentioned by the non-staff respondents vary through characteristics pertaining to different frames.

5.4.1 Structure, planning and strategies

In terms of the work structure between the Prime Minister and the non-staff group, a respondent highlighted that a pre-existing crisis management structure had been in place prior to the COVID-19 pandemic. This structure had been updated beforehand, as it was based on an older framework from almost a decade ago. The Prime Minister relied on and utilized this established structure throughout the crisis. While one non-staff respondent portrayed the organizational structure as a combination of horizontal and vertical elements, the other non-staff respondents emphasized a bottom-up approach. According to this perspective, individuals at the lower level are responsible for executing tasks and providing information to the operational team, consisting of experts who collaborate on decision-making. Subsequently, the policy-making team interacts with the Prime Minister, positioned at the top of the structure, to convey concerns and recommendations, ultimately leading to the final decision-making process. Moreover, the respondents stated that this structure where they had the space as professionals to be involved in the final decision making and make propositions to the PM, made them feel included. A potential limitation of this structure, as noted by a non-staff respondent, is described as:

There are a lot of layers, and at times a bit too many layers and clusters, for example tourism, infrastructure, retail sector, social sector etc. Everyone is represented a bit. I still believe that it can be more practical and efficient if it was a smaller structure. (non-staff respondent five, personal communication, 2022)

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Thus, the different layers in structure occasionally impacted the communication negatively. This respondent was the only one in the group of non-staff that suggested that the work structure could be improved.

Furthermore, a non-staff respondent said: “The PM likes to have a plan before moving forward so that she knows what costs are, positive and negative aspects. Thus she is someone that is very structured and a ‘plan van aanpak’ is very important to her” (respondent two non-staff). Several respondents shared similar observations regarding the PM's planning abilities, highlighting characteristics such as adaptability, speed in planning and problem-solving, and a well-structured strategic approach. One non-staff respondent mentioned that it was believed the PM rarely slept during the crisis due to late-night and early-morning messages containing questions in preparation for upcoming meetings. This approach was viewed positively by the respondent as it enhanced work involvement. “You always have to be prepared to know your stuff to provide advice and also the reason why. This makes people involved with the work and to be very specific with details which I think is very good” (non-staff respondent three, personal communication, 2022).

A Non-staff respondent number said that the PM is very analytical, she made rational and objective decisions with valid information. You can carry out good discussions “met redenen omkleed” / reason on which it was based. The same respondent said that the PM has a balanced approach towards problem solving (non-staff respondent two, personal communication). Likewise, another non-staff respondent noted that the PM's approach to problem-solving was characterized by well-thought-out decisions,

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which were clearly evident. The respondent acknowledged the unique challenge of navigating a pandemic without a reference point, making it difficult to evaluate the PM's problem-solving approach. Nonetheless, the respondent expressed trust in the PM's firm approach, which instilled confidence. Furthermore, according to a non-staff respondent, the PM demonstrates a commitment to seeking balance in decision-making processes, relying on group recommendations rather than the sole judgment of one individual. This sentiment is captured in the following quote:

She believed in those she worked with and she did not impose anything. She believed in the democracy of the crisis team, which was that the majority decides about the rules and policy procedures. If she opposed she sent the advice back to get a more broad description and she trusted their judgment (non-staff respondent four, personal communication).

In addition to the inclusive nature of the decision-making processes, the non-staff respondents expressed that the PM displayed a commendable ability to make timely and courageous decisions. Half of the non-staff respondents recognized the PM's consideration of various sectors and their respective impacts when determining the necessary measures and policies, ensuring thorough deliberation with professionals before implementation and taking into account opinions from different clusters/sectors. However, while some respondents acknowledged the PM's balanced approach to decision-making, others noted that while input is considered, final policy and procedure determinations are based on majority agreement.

5.4.2 Teamwork, Helpfulness and Coaching

Based on the interviews conducted, most non-staff respondents perceive the PM as being very helpful towards others during COVID-19 crisis. A non-staff respondent, mentioned that the PM was very open and available during the pandemic. According to the respondent, The PM was available through email and there was frequent contact with the PM directly through whatsapp, where the PM would answer in a timely manner. Similarly another non-staff said: “She is very accessible and always willing to give a hand. When you approach her you do get an answer very quickly or she delegates someone to handle the situation” (non-staff respondent, personal communication, 2022). This accessibility extended beyond work-related matters, as the respondent felt that the PM genuinely cared about the well-being of the team and frequently inquired if they required any assistance.

A non-staff respondent also highlighted the PM's helpful nature, mentioning that during the pandemic she demonstrated this characteristic, prioritizing assisting the most vulnerable groups, namely the elderly and children, establishing a shared concern between the respondent and the PM. Moreover, nearly all non-staff respondents emphasized the PM's exceptional listening skills. One respondent's quote perfectly embodies this:

Her ability to listen is 100%. Something that a lot of people don't realize is that she has the ability to analyze in a split second. She has her processes in her head and when you present her with information she can analyze quickly and conclude

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if something does not make sense. She can listen, debate and analyze as a born talent. (staff respondent four, personal communication, 2022)

Another characteristic of the PM that was emphasized by most interviewees is her ability to foster participation. A non-staff respondent described working with the PM during the pandemic as having space to work as professionals. According to non-staff respondent 2 “The Prime Minister gave professionals the ability to elaborate and convince her with valid reasons why you chose certain decisions. Which is to be appreciated.”

5.4.3 Objectives, conflict and Politics

The respondents did not have much to say about the political attributes of the Prime Minister while looking at her leadership style during the pandemic. Although answers were provided, these were short. The majority of non-staff respondents agreed that the Prime Minister dealt skillfully while formulating her responses especially when handling conflict. And it was noticed that the PM gave space for conflict to stabilize. Non-staff respondent 5 said: “She has good balance dealing with conflict. She knows when she needs to act and when she does not need to and instead stays in the background and lets the situation work itself out. This is especially important and difficult in crisis situations but she knows when you have to take the lead and when not to. This is a good balance that she has.”

5.4.4 Vision, inspiration charisma

When asked about the PM's vision, four of the six non-staff respondents mentioned that the PM had a clear vision during the pandemic. A non-staff respondent explained that the PM, as the leader, emphasized the importance of preventing loss of

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life, keeping the economy running, and ensuring people could live their lives normally despite the challenges posed by the pandemic. The vision was divided into smaller missions grouped into categories to reach the goal. The PM made sure to stick to this vision and would remind the team of it whenever she noticed them getting off track.

For two respondents however, this vision was not clear. According to one of them, when the PM participated and campaigned in the political election prior to the COVID-19 pandemic, there was a government plan. But during the pandemic the focus went too much on the crisis, which caused the PM to lose sight of long term opportunities. The respondent expressed wanting to see the PM move away from the negative spiral from the pandemic. While the other non-staff respondent who also said that the PM's vision was not clear, added that the PM should have a more long term vision and work with projections of the future.

The PM's ability to be an inspiring leader, and adopting a motherly figure throughout the pandemic were mentioned by various respondents. Respondent one, who is not a staff member, stated that the Prime Minister's use of a gentle tone of voice and mannerism during the Press Conferences, had the capacity to inspire individuals. Similarly another non-staff respondent said that the PM is inspiring to a lot of people including kids and females. On the other hand, a non-staff respondent expressed that the Prime Minister's ability to inspire was primarily evident during crucial moments of the crisis. However, this level of inspiration diminished as security became less of a pressing issue. Consequently, this posed challenges for her leadership.

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5.4.5 Analysis of the PM's Leadership Frame as proposed by the non-staff respondents

The non-staff respondents stated that the PM showed concern for them and other workers and they found that the PM is a very good listener and mentioned that as one of her top skills. The respondents mentioned that the PM paid attention, took their recommendations and concerns seriously and expressed concern for team members. Similar to the literature, a study conducted in America that compared the amount of deaths related to COVID-19 from states led by males versus females, revealed that the states led by female leaders had the least amount of deaths. A key factor as a reason behind this is that women leaders showed more empathy and also women had quicker responses instilling stay at home order. The literature also shows that the female Prime Minister in New Zealand communicated to the public with an evidence-based approach which she shifted to a more empathetic approach. And that this shift promoted more solidarity and common understanding and made it easier for the community to understand what was happening. The results also show that the non-staff were pleased with how the PM addressed the community, and that she took her time formulating her responses especially when handling conflict. The PM was also commended for being very analytical and making fact based decisions with the team of professionals, regarding the COVID-19 related measures. Same can be said about the PM's professional expertise, she was commended for her ability to listen and analyze very fast before making a decision and all of the staff respondents were satisfied with how the PM led during the crisis. And how the decisions made resulted were beneficial for different sectors, such as health, tourism and finance.

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Furthermore, the non-staff respondents described having a clear work structure who brought about the concerns to those in charge to come with solutions. This coincides with the key finding according to literature that suggests that organizations and communities need leaders who could think hard about stakeholders needs and create a purposeful mission to guide the response. (McGinn, 2017, p. 165). O’Keeffe (2020) agrees that strong leaders are essential to get organizations and communities through a difficult period but also stewardship (p. 39).

The results from the interview show that the PM’s leadership style coincides with the literature by displaying a variety of leadership perspectives throughout the COVID-19 pandemic. Firstly, while the staff respondents had a clear understanding of their work structure (top-down), the non-staff respondents described their way of work differently. Some stated that the structure was both vertical and horizontal while others described the structure as a bottom-up approach. However, both groups of respondents were satisfied with the structure. The non-staff respondents expressed satisfaction with the structure because it allowed them to work as professionals in their field and report back to the PM with their findings and recommendations. The PM, who was at the top of the structure as Commander in Chief, had the task of critically analyzing the information presented to her prior to making a decision. She was described as having asked a lot of questions to ensure she understood the nature of the recommendations provided by the professional, to be able to address problems with facts and logic, which is a core characteristic of a leader using the Structural Frame. Besides this characteristic, other elements mentioned by the

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non-staff respondents that match those of the Structural Frame is that the PM planned strategically, rational and objective.

Furthermore, the non-staff respondents said that the PM communicated very openly during the pandemic, she was easy to reach out to, accessible, listens very well to recommendations and gives space for professionals to elaborate. Empathy was also experienced by the non-staff members with the example of the Prime Minister who took into account the most vulnerable groups in the community into her decision making. And listened and showed levels of concern for those she worked with through asking how everyone has been doing. Based on the interviews it shows that the PM was really focused on making decisions that would consider the situation and circumstances of different people and she did so by involving professionals from different fields to obtain a better understanding of the situation in different sectors of the community.

Similar to literature, according to Fabac et al. who conducted a study on 77 leaders in the public and private sector in Croatia, studies show that during the crisis, leaders gave more guidance and explanations to followers, citizens and employees and that characteristics related to a supportive leader stood out.

There were only a few characteristics described by the non-staff that match characteristics of the Political Frame, as was the case with the staff respondents. The results show that the PM dealt skillfully when it was required, when there was conflict she gave space for conflict to stabilize and the non-staff respondents felt that the PM knew when she had to take the lead and when not to.

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The most characteristics that the PM displayed according to the non-staff respondent pertains to the Symbolic Frame. According to the respondents they describe the PM as an inspiring leader, displaying a motherly figure throughout the pandemic especially during critical times. The respondents also saw that the PM as a female leader was very inspiring to kids and females as well. Furthermore, the respondents noted the PM had a clear vision on which she was focused during the pandemic, which was saving lives.

5.5 The impact of COVID-19 measures on daily task

The staff respondents and non-staff respondents provided detailed information on how the COVID-19 related measures impacted the daily work, These results are presented in this following paragraph.

5.5.1 Change in leadership by the PM

When asked about any observed changes in the PM's leadership style during the pandemic compared to her usual approach, eight out of the 12 respondents acknowledged experiencing a change, either positive or negative.

Some of the changes mentioned by the staff respondent was that the PM became more determined and focused on resolving the crisis. The PM worked more structured than she was prior to the pandemic. Additionally the group of staff respondents noticed that the PM worked more with other departments during the pandemic to get the job done compared to prior to the pandemic. A staff respondent also stated that the PM was very strict and came across as very 'cold' before the pandemic, however during the pandemic

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a more human side/ approach of the PM was visible and she was more inclusive in her way of thinking (staff respondent eight).

An equal number of non-staff respondents also stated that they did experience a change in the leadership perspective of the PM during the pandemic. One non-staff respondent said that the PM's role as a leader became more prominent during the pandemic. Similarly another non-staff respondent stated that the PM was more present with her authority during the pandemic and that she experienced a growing level of approval and really assumed the role of commander in chief. While another non-staff respondent said that during the pandemic the PM worked more with people and departments.

5.5.2 Measures with Biggest Impact

The measures proposed by the government that had the biggest impact on the daily work according to the respondents varied a lot. The measures that were mostly mentioned were social distancing, work from home, lockdown and the decision to close borders. Other measures that were mentioned were curfew and budget cuts.

According to staff respondents who only stated lockdown/closing of the borders and social distancing as having the biggest impact on their daily work, mentioned there were concerns with what will happen with their job and uncertainty with the future because Aruba's Economic Pillar was down as a result of the lockdown measure imposed by the PM. Regarding the effects of the social distancing measure, which made it possible to work from home. This resulted in an increased amount of work and longer working

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hours. While another staff-respondent said that the ability to work from home accelerated digitalization.

The group of non-staff respondents provided very diverse answers, the curfew impacted the daily work according to a non-staff respondent because it hampered opportunities for Aruba from the visitors perspective. A non-staff respondent stated that the social distancing prompted them to work from home which gave the feeling of respect for one's knowledge, while others mentioned that working from home put extra stress on the IT security system. Another non-staff respondent said that the lockdown impacted the financial situation resulting in budget cuts. And also others experienced a significant increase in work because of the nature of their business in regards to work continuity according to the government's demands.

5.5.3 Level of involvement with decision-making

The staff respondents indicated that they were not involved with decision-making processes regarding the measures and policies, however they did feel that they could provide their input and that they were always up to date with the developments. The staff's involvement was more on providing assistance and support to the PM during the pandemic and communicating and transmitting the decisions to the community. According to Respondent 10: “Not much influence, but we did give input when we saw comments on Facebook, so that the PM did not repeat or exclude it in the press conference”.

On the other hand, all of the non-staff respondents interviewed said that they had a lot of influence and involvement in the process of decision making and implementation

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of measures. Respondent 4 stated: “100% influence. We were risk analytics. We provided all recommendations based on the knowledge we have”. While another non-staff respondent said that they contributed largely in formulating the decisions and consider that their team contributed to the success of how the island was led through the pandemic.

5.5.4 New Ideas during the pandemic

According to the staff respondents there were some new ideas / new ways of working introduced as a result of the pandemic. Such as informative programs, more innovation, more structured work. Two staff members said they did not experience anything new and only one staff respondent stated something new that is on a more emotional level through the work which is empathy and the feeling of helping humanity.

Similarly also two non-staff respondents did not experience something new related to their work during the pandemic, making it four out of the twelve respondents that did not experience any newness in regards to their work as a result of the pandemic. However the non-respondents that did experience something new mentioned that the work structure changed, their work received more value and recognition and one respondent said a new service was introduced and there were other services that were eliminated.

5.5.5 Measures considered beneficial

Staff respondents expressed that some of the measures introduced that were considered as beneficial to their work as a result of the measures proposed by the PM

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during the pandemic is that work became more organized, more teamwork which improved decision making, more work acknowledgement. Only one staff respondent indicated that there was nothing that can be considered as beneficial and another staff member said that the measures introduced were beneficial for Aruba.

For the non-staff respondents, all of the respondents indicated a certain degree of benefit that they experienced as beneficial to their work or organization. Some of the examples that were mentioned as beneficial were an improved digital platform as a result of social distancing which accelerated digitalization, increased budget to implement needed strategies as a result of the government recognizing the importance of the department, office space upgrade because of increased amount of personnel to bring about the vision and the imposed measures during the pandemic, and also not having to shutdown work operations considering that some businesses and companies were urged to closed due to the measures such as curfew and lockdown.

5.5.6 Analysis of how the COVID-19 related measures impacted work continuity

After compiling the results of the interviews a thematic analysis was done through the use of Nvivo. As mentioned before, this was achieved by reviewing the results and the data from the literature review and compiling all themes and keywords discussed in both. These key concepts will help answer the third sub-question which is: *What impact did the measures proposed by the PM have on the daily tasks of these organizations during the COVID-19 pandemic, according to the staff and leaders of GOs and NGOs?*

According to literature, during the COVID-19 pandemic there were many changes taking place to improve an organization's circumstances during the pandemic. Studies

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have shown that there are leaders that shifted their leadership style during the crisis to giving more guidance and explanations to followers, citizens and employees, and that characteristics related to a supportive leader stood out (Fabac et al, 2022, pp. 368-369). Similarly, eight of the 12 respondents stated that they did experience change in the PM's leadership. Changes mentioned by the staff respondent were that the PM became more structured, determined and focused on resolving the crisis. PM worked more with other departments during the pandemic to get the job done, a more human side of the PM was visible and she was more inclusive in her way of thinking. The non-staff respondent said that the PM's role as a leader became more prominent during the pandemic. Similarly another non-staff respondent stated that the PM was more present with her authority during the pandemic and that she grew in approval and really assumed the role of commander in chief. Similar to the staff respondents, the non-staff respondents also said that the PM worked more closely with people and departments during the crisis.

The literature shows that when the pandemic hit, one of the main concerns of companies was how and where work will be conducted, what services can continue and the impacts of the measures adopted by governments (Savic & Dobrijevic, p.2). Before the COVID-19 crisis, working from home was not a popular idea and was not considered practical. However due to the measures implemented to limit possible spread of the virus, many organizations resorted to remote work as a way to limit face to face contact and ensure business continuity (Savic & Dobrijevic, p. 4). This development accelerated companies' digitalization processes and prompted better digital infrastructure, so that workers could be facilitated to work from home (p. 5). Based on the results provided by

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the respondents it shows that both staff and non-staff respondents who worked with the PM during the pandemic had to work from home/ remote during the pandemic.

Furthermore, remote work has been shown to have positive and negative effects, some negative effects are not being able to differentiate between working hours at home versus non-working hours which causes burnout, feeling isolated and feeling that their career is threatened (Savic & Dobrijevic, p. 9). However, The only negative effect mentioned by a staff respondent was that due to working from home, they experienced an increase in the amount of work. While the non-staff respondents' concern was mainly on the extra stress placed on the IT security system. Acceleration of the use of technology has also been mentioned in the literature as a result of measures imposed by governments. Some key positive effects mentioned in the literature (p. 6) was that working from home made it possible for them to work flexible hours. This effect was mentioned by both groups of respondents as something good. While the literature mentioned that some organizations experienced reduction of revenue and contract termination during the pandemic, only in one case did a respondent mention that their organization experienced budget cuts as a result of measures proposed by the government because of the pandemic. The respondent referred to the decision to lockdown the island which greatly impacted the island's economic pillar which is tourism. Thus the staff respondent expressed concerns for their work due to the uncertainties as a result of the pandemic, while the non-staff respondents mentioned missed economic opportunities for Aruba and accelerated digital process.

A study conducted on the impact of timing of implementation of COVID-19 restriction measures, suggests that early restriction of movement had an important impact

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(Murphy et al, 2020, p. 5). This study also emphasized on the importance for islands who rely economically on tourism, to find balance between economic wellbeing and public health. The results support the findings from the literature because the non-staff respondents also credited what they described as a fast recovery to the early decision that the PM made to close the borders.

Another study also shows that a more empathetic leader is required during crises where employees' welfare and well-being should be incorporated into the organization's culture (Eferakeya, p. 16). The results show different involvement levels between the respondents. Although the staff members were not directly involved with the decision making processes of the PM regarding the needed measure to lead through the COVID-19 pandemic, they were able to provide their opinion and were sometimes also asked for feedback. The staff assisted the PM to strategically share the information with the community and were able to provide recommendations to the PM based on things they heard or read for example on social media platforms. On the other hand all of the non-staff respondents stated that they were directly part of the steps of decision making regarding the measures that needed to be implemented during the pandemic. This shows that the PM was very inclusive of the opinions and suggestions of those around her during the pandemic and that she trusted the recommendations she received from those she worked with.

According to literature, the COVID-19 crisis is “a catalyst and activator that brutally reveals and intensifies those tendencies for the transformation of the world and human behavior that have already matured” (Likhotal, 2020, p. 135). Meaning that, the

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COVID-19 crisis showed areas that are dated and need to improve, this was also the case in Aruba.

Based on the information obtained from the interviews, there were a number of new ideas introduced that can be linked directly as a result of the COVID-19 measures. For the staff respondents these were: more informative programs, more innovation, work became more structured and more empathy when working. The non-staff respondents also mentioned a list of new ideas that resulted from the measure introduced during the pandemic such as more structure, more recognition for their work compared to prior to the crisis, new services and some services were eliminated.

Lastly, a study conducted on the essential role of human resource development in times of crisis, focusing on the response to COVID-19 pandemic, suggests that during the COVID-19 pandemic, organizations with leaders who provide strong roles and purpose, shares leadership, communicates, ensures employee's access to technology, prioritizes employee's emotional stability, maintains organizational financial health and promotes organizational resilience, will be the ones who flourish (Dirani et al, 2020, p. 391). Not all of these aspects were mentioned by the staff and non staff- respondents, however there are similarities noted.

Some of the benefits that were mentioned by the staff were that work became more organized, teamwork, and the feeling of acknowledgement improved. While the non-staff respondents experienced an improvement with their digital platform, improved office space, budget to implement new strategies and work continuity / not shutting down daily their operations.

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All in all, the results show the different ways that the crisis impacted the daily work of organizations, how much influence the PM had on the measures and policies introduced that impacted the island, but also how people performed and felt during those times. Besides this, it showed that financial resources, digitalization and innovation were key elements that contributed to work continuity.

Chapter Six: Conclusion and Discussion

6.1 introduction

The previous chapter presented the results of the interviews and the analysis of the data collected. This chapter will provide answers to all the research questions presented at the beginning of this paper. Finally, the strengths and limitations of this study will be presented.

6.1.2 Sub Question 1 Staff experience perspective on the PM's Leadership perspective

The first sub-question of this research is: *“Which leadership perspective best represents the Prime Minister Evelyn Wever - Croes based on Bolman and Deal's Four Frame Model of Leadership, during COVID-19 period according to staff members of the PM?”* and will be answered below based on the data collected.

This research showed from the start of the pandemic the staff of the PM worked in a structured manner. Each member of staff worked at their office and they described having a clear work structure to follow. The staff members described having an organogram which shows how the communication takes place in the organization. This organogram shows that the staff members do not report directly to the PM for matters pertaining to the daily work. However they did state that they can communicate with the PM via a work group chat. Additionally, the respondents stated that the PM trusted that as workers everyone knew what needed to be done and she did not like to ask twice for something to be done. The work structure was the same during the pandemic as it was prior to the pandemic, meaning everyone remained in the same positions, and the previously described communication sequence according to the organogram remained the

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same. Additionally, the staff respondents mentioned that the PM had an excellent ability to plan and stick to her plans. The staff respondents mentioned that although their job did not involve assisting the PM in the decision making processes regarding COVID-19, they were able to express their opinions and inform the PM of the public's concerns. Thus, the PM consulted with the team that she worked with and used this feedback when making decisions. Additionally, the staff of the PM stated that through asking and receiving feedback, the PM showed empathy for the situations that were happening in the community through the decisions that she made and being a very good listener. Doing so, the PM had a balanced approach when leading through the crisis, taking different perspectives into account. Difficult decisions had to be made during the pandemic, which the staff trusted that the PM did in a responsible manner, considering that she worked with a group of professionals from different sectors on the needed measures and policies.

In short, the PM's style matches the characteristics that Bolman and Deal describe in the Structural Frame by having a clear work structure that the staff could easily follow, also by sticking to her planning and being analytical. The characteristics of the Human Resources lens was noticed through her availability to ask for and listen to feedback from those she worked with and the trust she has in her team. Her symbolical lens was mostly visible during the pandemic when she could show her vision during press conferences when people got to see her more often and through adopting a motherly figure throughout the pandemic. And, characteristics associated with the Political lens were only seen when the PM made balanced decisions on implementation of policies and procedures taking into consideration different sectors and the impact they could have on individuals and the

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economy. Thus, the perceived leadership style of the PM's aligns with the multi-frame approach that Bolman and Deal suggests, which is leading with different frames based on what the present situation requires.

6.1.3 Sub Question 2 Non-staff experience on the PM's Leadership Style

With the results and the analysis completed, the second sub question can be answered which is: *How would the Prime Minister Evelyn Wever - Croes's leadership style best be described, based on Bolman and Deal's Four Frame Model of Leadership, during COVID-19 period according to leaders of GOs and NGOs?*

The information collected shows that the PM displayed the use of multiple perspectives during the COVID-19 crisis, which is consistent with what the literature suggests a successful leader should be able to do.

The non-staff respondents stated that they have experienced the PM as very structured and strategic. The PM works with planning and has a clear process that she follows when she has to make decisions. The decision making process takes place according to the respondents mainly through a bottom up approach. This allows the professionals to make their recommendations to the PM based on their knowledge on the different matters. The respondents were pleased with how involved they were in the decision making processes regarding the measures that the PM introduced during the pandemic.

Moreover, the respondents agree that the PM was very strategic when handling the crisis and it was clear that the PM's focus was to consider different areas of interest by asking and using the recommendations received from the professionals in the field. By

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doing so, the PM was described as being easy to reach out to and as someone who listens to recommendations. Besides being accessible, The PM was commended for being an inspirational leader to different groups of people in the community. Especially through the motherly figure role that she adopted during the most critical times of the pandemic. Lastly, the respondents noted that the PM knew when she had to take the lead and when not to. She dealt skillfully and when there was conflict she gave it space to stabilize.

Overall, the Prime Minister's leadership style during the COVID-19 period can be characterized as rational, analytical, and inspiring. The PM showed that she could make balanced decisions based on recommendations provided by the professionals. While showing concern and paying attention to those that she worked with.

6.1.4 Sub Question 3 Impact of measures on the daily tasks

Following the completion of the results and analysis of the third sub-question, an answer can be provided for the third sub-question which was: *What impact did the measures proposed by the PM have on the daily tasks of these organizations during the COVID-19 pandemic, according to the staff and non-staff?*

The respondents mentioned different changes that occurred that impacted their daily work during the COVID-19 pandemic as a result of the measures proposed by the PM.

Firstly, the respondents noted changes in the leadership style of the PM, with many seeing her as more determined and focused during the pandemic. They also noted that the PM worked in a more inclusive way, which was different compared to prior to the pandemic. These changes in leadership style have contributed to the organizations to have

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more input in the decisions that had to be made in regards to effectively dealing with the crisis and navigating the many challenges posed by the pandemic.

Secondly, the respondents highlighted the measures that had the biggest impact on their work, which included social distancing, work from home, and lockdown measures. Examples of these impacts included continuing to work with smaller staff and working much longer hours. Staff respondents expressed concerns about job security and future uncertainty due to the lockdown measures, while non-staff respondents pointed out that the curfew hampered opportunities for tourism industry and economic development on the island. Furthermore, the social distancing measures prompted the non-staff respondents to work from home, which in turn accelerated the digitization processes of work.

Thirdly, the level of involvement in decision-making processes varied between staff and non-staff respondents. Staff members noted that they were not directly involved in decision-making processes, but were kept up to date with developments and they were able to provide input. Non-staff respondents, on the other hand, felt that they had a lot of influence and involvement in the decision-making process, and considered themselves to have contributed largely to the success of how the island was led through the pandemic.

Fourthly, the staff respondents noted new ideas that emerged during the pandemic, including informative programs, more innovation, more structured work, their work received more value, and the non-staff respondents got more recognition and in certain cases the introduction of new service. Additionally, there was an increased emphasis on empathy and helping humanity.

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Finally, both staff and non-staff respondents felt that the measures introduced during the pandemic still resulted in positive changes. Staff respondents found that the measures resulted in more organized work and improved teamwork. The Non-staff respondents indicated that the measures resulted in an improved digital platform, increased budget to implement needed strategies, and improved communication and collaboration between professionals in different sectors and with the PM.

All in all, despite the challenges posed by the pandemic and the implemented measure, the respondents acknowledge positive outcomes that demonstrate the ability of individuals and organizations on the island to adapt and work effectively during the COVID-19 pandemic.

6.1.5 Main Research Question

Having answered all the sub-questions, this paper can now use those insights to answer the main research question: *“How have the leaders of the most affected GOs, NGOs and staff of the PM experienced the leadership perspective of the Aruban PM during the COVID-19 Crisis, and what impact did it have on their daily tasks?”*

To answer this question, the Prime Minister's leadership style was analyzed using Bolman and Deal's Four Frame Model of Leadership, which examines leadership characteristics through four different lenses, including the Structural Frame, Human Resources Frame, Symbolical Frame and the Political Frame.

Based on the results of the respondents, the study found that the PM's leadership style during the period of the COVID-19 pandemic aligns with a mix of perspectives within the Bolman and Deal's Four Frame Model of Leadership. The PM demonstrates

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characteristics pertaining to structural leadership style by having a clear work structure with expectations for all staff members. She displayed Human Resources traits while being empathetic towards those she worked with and for the community, by being a good listener and by being easily approachable. Elements of the Political Approach were displayed when the PM was required to mobilize people to get things done and through her balanced approach to solving problems and implementing measures. Aspects of the Symbolical Frame was noted especially during the most challenging period of the pandemic, when she showed up regularly to inform the community of the situation which transformed the PM into a motherly figure for the community.

Overall, the PM's leadership style during the COVID-19 pandemic was characterized as rational, objective, empathetic and influential. She shifted and applied these different characteristics when the situation required a different approach. Her approach to leadership appears to have been effective in managing the challenges posed by the pandemic and in guiding Aruba through a difficult time.

In terms of the impact on daily tasks, the study found that the COVID-19 pandemic and the measures proposed by the Prime Minister had a significant impact on the daily tasks of staff and non-staff respondents. The measures that had the biggest impact on work included social distancing, work from home, and lockdown measures. Respondents expressed concerns about job security and future uncertainty due to the lockdown measures, while non-staff respondents pointed out that the curfew hampered opportunities for tourism on the island.

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However, both groups of respondents felt that they had sufficient involvement in decision making, the non-staff respondent much more than staff respondent. And both groups stated a number of positive new processes introduced to daily work as a result of the measures introduced to manage the spread of the virus, such as innovation and informative programs.

All in all, the study provides valuable insights into the leadership perspectives of the Prime Minister during the COVID-19 pandemic, and how this impacted the daily tasks of staff and non-staff respondents that worked with her during this period. The respondents agree that although there is no past reference for a crisis at the magnitude of COVID-19, they are satisfied with the way the island was led by the PM.

6.2 Strengths and Limitations of the Study

This research has both strengths and limitations, which will be discussed below. The first strength of this research is that the paper includes multiple perspectives from people who worked with the PM during the pandemic, including staff and non-staff respondents. This approach highlights how different groups experienced the PM as a leader during the COVID-19 pandemic and provides a more balanced representation.

Secondly, the researcher's involvement as a member of the Public Relations Department at the Government of Aruba made it relatively easy to contact selected respondents who were open to elaborate on their experiences. This contributed to the interviews being story-driven and adding richness to the data.

Thirdly, the paper's originality is attributed to the researcher's choice to use Bolman and Deal's Four-Frame Model of Leadership to study how the PM navigated

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different situations during the pandemic. Although leadership is a popular research topic and there are leadership studies conducted on past PM's of Aruba, there was no prior research conducted on a PM of Aruba using the chosen model, thus serving as a foundation for future research.

A fourth strength of this research is the contribution to Aruba's academic knowledge. Due to the COVID-19 pandemic's global impact, various countries faced challenges that were never before experienced. This thesis deepens our understanding of crisis leadership by looking at the leadership style used in a time of crisis on Aruba. Which makes a contribution to improving the awareness of effective approaches used in various situations when navigating through a crisis.

There are also some limitations noted in this research, firstly: The research was limited to the amount of literature available on COVID-19 pandemic during the timeframe that the study was conducted. Related to this limitation, the choice to focus on a specific leadership model from Bolman and Deal together with COVID-19 literature, also may have limited the space for emerging theories, due to exclusively focusing on the established model.

Secondly, the paper does not include how the PM views her own leadership. It would be interesting to see how the leader described her own leadership frame in the same period of the COVID-19 pandemic towards both staff and non-staff respondents. This would allow for comparison and improvement in certain areas for the leader or how work is done.

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The third limitation of this study is the writer's bias. It is difficult to be completely objective when doing research, and this paper is no different. During the writing process, the researcher became employed by the PM, and some of the research participants were also colleagues of the researcher. Because of this it was difficult to ensure that the respondents were being honest and that they did not omit or downplay their experiences, to instead appear more positive. The way that this was countered was to ensure the respondents that the information will be presented in a manner that they will remain anonymous.

Lastly, the potential for social desirability bias was another limitation identified in this study. The tendency for people to respond in a way that is socially acceptable or desirable rather than giving accurate information is known as the "social desirability bias." This bias may affect the validity of the data used in the analysis. In order to reduce this danger, participant anonymity was guaranteed and indirect questioning strategies were employed to promote open communication and lessen the impact of social desirability bias. These steps were taken in order to improve the reliability and quality of the data that was gathered.

6.3 Recommendations

This research explores how Prime Minister Evelyn Wever-Croes led during the COVID-19 pandemic. Based on the findings, some recommendations are offered that can be helpful not only to the Prime Minister but also to other leaders and those interested in managing crises. Although the focus is on the Government of Aruba's work structure and leadership during the pandemic, there is valuable information for other organizations.

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Firstly, it is important for leaders to establish a clear work structure. Respondents appreciated leaders who provide clarity about roles, responsibilities, and communication. Having a structure helps with planning, efficiency, and employee morale, creating a more unified team and avoiding conflicts or confusion.

Secondly, leaders who are accessible and listen to their employees' feedback are highly valued during crises. Being understanding and empathetic, as shown by the Prime Minister, was appreciated by both staff and non-staff participants. It's worth considering this quality for all leaders, regardless of gender.

Lastly, leaders should have a clear vision for the future, not just focusing on the current situation. This is important for daily work and during crises. Having a plan to navigate the crisis while keeping an eye on future opportunities is essential. Communicating and reinforcing this vision helps everyone stay aligned.

In summary, this research highlights the importance of a clear work structure, accessible leadership, and a forward-looking vision. These findings can be applied to the Government of Aruba and other organizations to develop or update crisis management policies.

6.4 Reflection

Finalizing this thesis for me is the completion of a long journey, yet it is also the starting point of many great things. The courses that I followed through the OGM faculty, together with my career path, were like building blocks of knowledge that contributed towards my interest in the area of leadership. Throughout the process of researching, writing, and revising this thesis, I have learned a lot about leadership and about myself.

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Starting this research during the COVID-19 Pandemic was challenging. One of the most significant lessons I have learned is the importance of perseverance and most importantly that motivation is fleeting . There were times during the process when I felt stuck and lacked motivation. However, through the support of people around me, I was able to push through those moments and continue working towards my goal. Besides taking more time than planned to complete the research, there is also a sense of tranquility in reminding myself to let go of expectations and control, and to trust the process and divine timing.

Completing this thesis has given me a sense of accomplishment and confidence that I will carry with me into my future academic and professional ventures. I am proud of myself and the knowledge and skills I have gained. Completing this thesis can be summed up as a one of a kind transformative and rewarding learning experience.

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Appendix 1

Research Instrument: Questions

These are the questions developed based on Bolman and Deal's Leadership Orientation questionnaire. The format of the questions are adapted to fit my qualitative research and will be linked to main research question, sub questions and the theoretical framework

General Questions

- How long have you been working at the organization?
- Have you worked through any other situation that you would consider a crisis in the past?
- Are you satisfied with the overall results of how the COVID-19 pandemic was handled during the first year in Aruba?

Interview Questions

- How would you describe the PM's way of thinking? For example, what steps does she make when having to make a decision
- How have you experienced the PM approach towards problems?
- How have you experienced her views regarding structure?
- How would you describe the PM's ability to plan?
- How have you experienced the PM's ability to implement policies and procedures?

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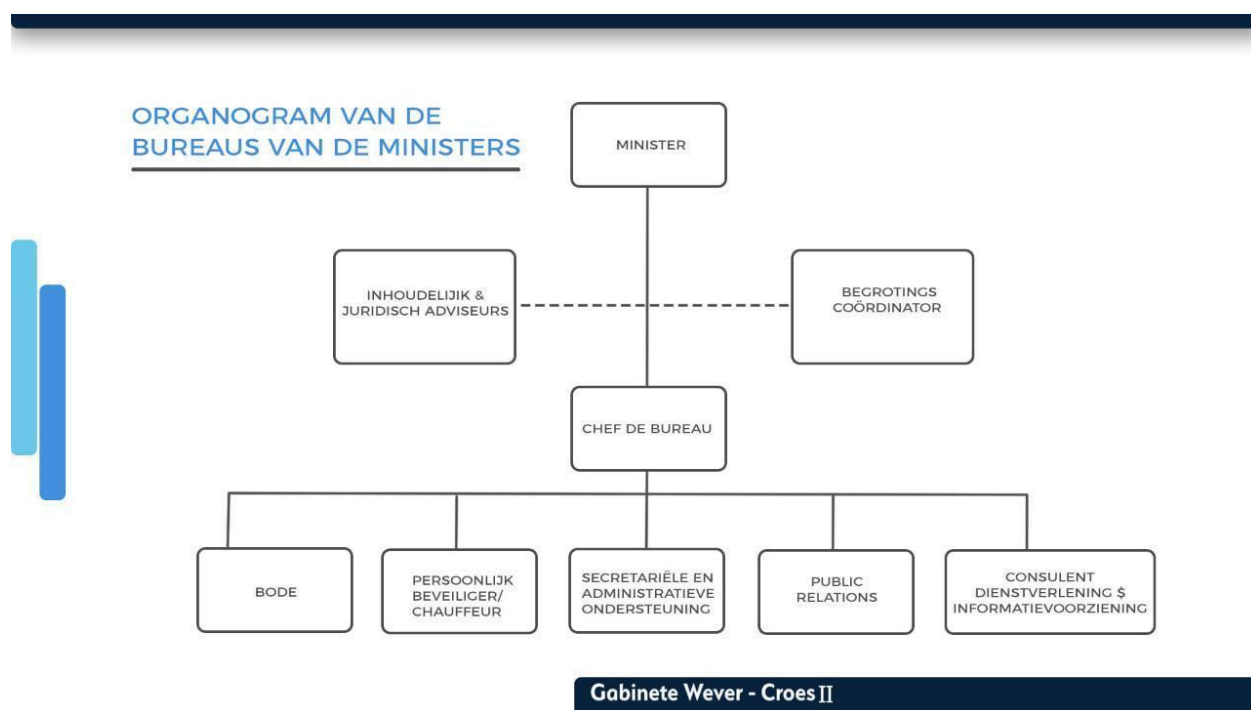
- To what extent do you consider the PM as being helpful to others?
- How would you describe the PM's way of fostering participation and involvement into decisions?
- How have you experienced the PM's way of building trust and level of concern for others she works with?
- How would you describe her ability to listen?
- Based on your experience, how would you describe the PM's ability to mobilize people and resources to get things done?
- How does the PM approach/deal with conflict based on your experience?
- How would you describe the PM's ability to persuade?
- Based on your perception did the PM put time into building an alliance and a strong base of support with people she works with?
- How would you describe the PM's style of handling conflict and opposition?
- How is the PM's ability to be inspiring?
- In the sense of being imaginative and creative, how would you describe the PM?
- How have you experienced the PM's way of communicating her vision and mission?
- How would you describe her ability to see beyond current realities and generate new opportunities?
- Can she serve as an influential person for aspirations and values? Why?
- According to you, what is the PM's strongest skill?

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- Did you experience a change in the Leadership style of the PM before COVID-19 versus during the Pandemic? please explain if that is the case or if that is not the case.
- What changes have you experienced in the daily tasks of your organization that you consider linked to the measures and policies implemented during the Pandemic?
- What measures and policies had the biggest impact on your organization? Please elaborate on how.
- Were there any new ideas for your business/work developed during the pandemic at your organization?
- How much involvement did you have at your organization during the pandemic, to influence measures and policies proposed during the COVID-19 pandemic?
- To what extent would you consider that your organization benefited from the measures and policies implemented during the COVID-19 pandemic?

Appendix 2

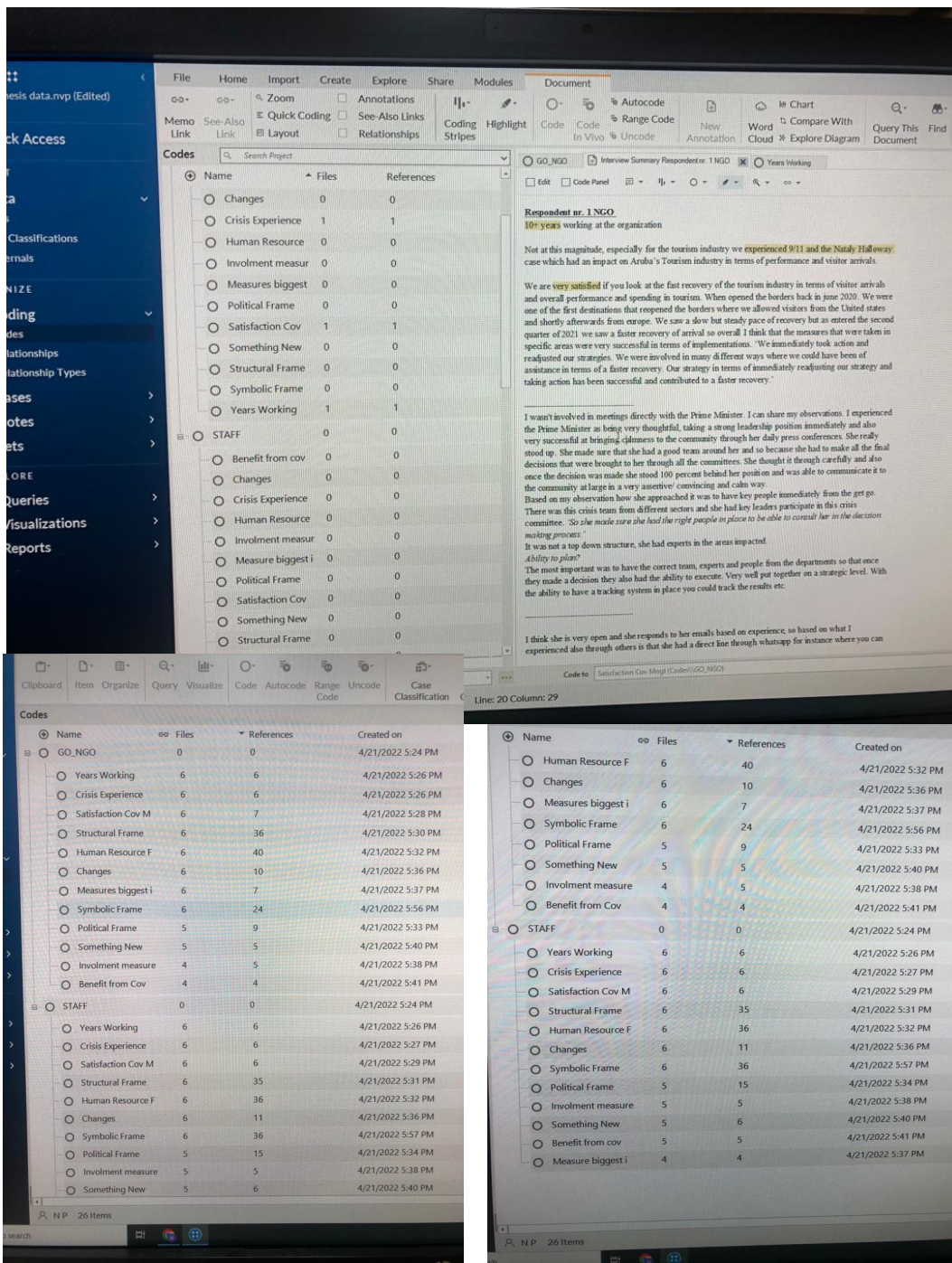
Organogram of the Bureau of the Ministers of Gabinet Wever - Croes II



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Appendix 3

Example of Nvivo Coding process



Appendix 4

Consent Form



Participant Consent Form

Research Topic: Aruba's Prime Minister's Leadership Frame During the COVID-19 Pandemic 2020-2021

Researcher: Nadien Phillip
FAS Student at the University of Aruba

The main objective of this thesis is to study the leadership approach practiced by the Prime Minister of Aruba Evelyn Wever - Croes during the COVID-19 Pandemic. Based on the experience of leaders of organizations that were involved with the measures implemented during the pandemic and based on the experiences of staff members of the Prime Minister of Aruba during the same crisis period.

1. I understand that regardless of my decision to voluntarily participate in this research, I can withdraw at any time or refuse to answer any question without negative consequences.
2. I understand that my responses will be kept strictly confidential.
3. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report that results from the research. This will be done by disguising any details of my interview which may reveal my identity or the identity of people I speak about.
4. I agree to the interview being audio recorded.
5. I understand that I am free to contact any of the people involved in this research to seek further clarification and information at any given moment.
6. I voluntarily agree to take part in the above research project.

Name of Participant Date Signature

LEADERSHIP DURING COVID-19 CRISIS

Researcher Date Signature