African Journal of Biological Sciences

Research Paper   Open Access

Restructuring Leadership: Industrialization Dynamics in Papua's Indigenous Community

Limi Mokodompit[1*], Tahir Kasnawi[1], Suparman Abdullah[1], Mansyur Rajab[1]

[1]Department of Sociology Universitas Hasanuddin, Makassar, Indonesia
Email: limmimokodompit@gmail.com

ABSTRACT: This research investigates the impact of industrialization on leadership transformation within the indigenous Komoro tribe of Mimika in Papua, Indonesia. The research problem centers on the challenges posed by the clash between traditional cultural values and modernization pressures brought about by industrial development, particularly in the context of PT Freeport's activities in the region. The study aims to analyze how industrialization influences social dynamics, power relations, and decision-making processes within the community. Employing qualitative methods such as in-depth interviews, participatory observations, and document analysis, the research reveals the evolving roles of traditional leaders in mediating between community interests and external stakeholders to ensure sustainable development while preserving indigenous rights and cultural heritage. The results underscore the importance of education in empowering community members, especially women and youth, to actively participate in decision-making processes and navigate the complexities of industrial development while upholding indigenous values.
Keywords: Cultural Preservation, Industrialization, Indigenous Communities, Leadership Transformation

Introduction

The dynamics of industrialization and leadership transformation in indigenous societies has been an interesting and important subject to study(Lin, 2012; Gram-Hanssen, 2021). There is a complex relationship between industrial development and the evolving leadership structures within indigenous tribal inland communities (Uhl-Bien, Marion and McKelvey, 2007). The process of adapting to the impacts of industrialization with rapid socio-economic change presents both challenges and opportunities for indigenous peoples(Hossain and Huggins, 2021). Lee and Chen investigate the multifaceted processes and impacts of industrialization on various aspects of society, economy, and culture(Chen *et al.*, 2022). By analyzing historical trends (Grübler, 1994), economic data (Sadorsky, 2014), and social dynamics (Sahoo and Sethi, 2022), it highlights that the complex interactions between industrial development and societal transformation (Melnyk *et al.*, 2019) as well as the evolving nature of industrial processes and their implications for different sectors and stakeholders, can drive the challenges and outcomes of industrialization (Lee, 2019).

Eisenstadt investigates the complex relationship between cultural traditions, social structures, and economic transformations brought about by industrial development in inland tribes. By examining the impact of industrialization on traditional leadership systems in indigenous communities, his research highlights the challenges and opportunities leaders face in adapting to rapid socio-economic change (Eisenstadt, 1965). Amaru and Chhetri. explained that leaders can use strategies and approaches persuasively and effectively in order to take advantage of opportunities and reduce risks in the midst of rapid change. Through a nuanced exploration of leadership practices in dynamic environments, leaders' adaptability and decision-making processes will be able to face complex socio-economic challenges (Amaru and Chhetri, 2013).

Concept of Transformational Leadership (Stewart, 2006), involving leaders who inspire and motivate their followers to achieve extraordinary results and develop their full potential (Kirby, Paradise and King, 1992). there are four main components of Transformational Leadership: idealized influence (Ray, 2020), inspirational motivation (Givens, 2008), intellectual stimulation (Yasin *et al.*, 2014), and individualized consideration (Orabi, 2016). transformational leadership will impact organizational performance and employee engagement in driving positive change in an organization (Bass and Riggio, 2006).Richard et al.'s research explores factors that influence organizational performance, including leadership effectiveness, employee engagement, strategic planning, and organizational culture. The importance of aligning organizational goals with individual goals, fostering a culture of continuous improvement, and implementing a performance measurement system to track progress and identify areas for improvement (Lucianetti, Battista and Koufteros, 2019)

This research explains the resilience of indigenous peoples and adaptation strategies in the face of modernization pressures. Object of this study is the adaptation and transformation of traditional leadership in the face of rapid economic and social change (Oplatka and Arar, 2016), particularly in the context of indigenous peoples in Papua. More precisely in the Komoro District of Mimika, which is located in Papua Province, Indonesia. The selection of this specific location is based on its unique context as a region known for its cultural diversity and indigenous peoples. The Komoro Mimika tribe in the economic, cultural and social life of the region plays an important role in shaping the economic landscape and social dynamics of the Komoro Mimika District. By studying this specific location, this research aims to provide an important perspective on leadership transformation and the impact of industrialization on indigenous peoples, as well as providing valuable insights into leadership transformation.

The aim of this research is to analyze the impact of industrialization on leadership transformation in the traditional Mimika Comorian tribal community in Papua, Indonesia. By investigating the interrelationships between traditional cultural norms, modern economic activities, and evolving leadership structures, this research aims to provide insight into how industrial development influences social dynamics, power relations, and decision-making processes in society. This research seeks to provide input for policy making, encourage cultural preservation, and encourage sustainable development practices that respect the rights and values of the Comorian Mimika tribe in the midst of crisis. modernization challenges.

Research problem revolves around the dynamics of industrialization and its impact on leadership transformation within the indigenous Komoro tribe of Mimika in Papua, Indonesia. One of the central issues explored is the tension between traditional cultural values and the forces of modernization brought about by industrial development, particularly in the context of PT Freeport's presence in the region. This raises questions about how indigenous leadership structures adapt to and deal with the challenges posed by external economic influences, natural resource extraction activities and shifting power dynamics within the community.

Methods

The sampling technique used in this research was purposive sampling (Lucianetti, Battista and Koufteros, 2019). Purposive sampling involves selecting participants based on criteria and deliberately selected based on individuals who have important roles or perspectives (Suen, Huang and Lee, 2014)regarding industrialization and leadership transformation in society. among them are the main stakeholders in the Comorian Mimika community, including traditional leaders, youth representatives,

women, non-governmental organizations (NGOs), and government officials. Then proceed by using snowball sampling to expand the sample size and reach participants who may not have been identified initially through purposive sampling (Suen, Huang and Lee, 2014). Snowball sampling involves asking initial participants to refer other potential participants, thereby creating a chain referral process (Browne, 2005). This technique assists in accessing individuals who may have valuable insights or unique perspectives on the dynamics of industrialization and leadership transformation within the Comorian Mimika community. By combining purposive sampling and snowball sampling, this research ensures diverse and comprehensive stakeholder representation. Data collection time starts from January to March 2024

Various techniques were used by researchers to gain comprehensive and in-depth insight into the dynamics of industrialization and leadership transformation (Oyelaran-Oyeyinka & Lal, 2016) of the Comorian Mimika community in Papua. The main methods of data collection include: (1) Researchers conducted in-depth interviews (Legard, Keegan & Ward, 2003) with key stakeholders in the Comorian Mimika community, such as traditional leaders, industrial workers, and other relevant stakeholders. These interviews were designed to gain detailed perspectives on leadership transformation (Bass and Riggio, 2006), the impact of industrialization, and its implications for indigenous communities (Espiritu, 1999). (2)Observing the daily lives and activities of the Comorian Mimika community through participatory observation allows researchers to understand social, cultural and leadership dynamics in real life contexts. This method provides valuable insight into how industrialization affects daily life and leadership structures in society(Drucker, 2017). (3) Researchers also analyze relevant documents to complement the data collected through interviews and observations. By reviewing documents related to industrialization, leadership practices, and community dynamics, researchers gained a comprehensive understanding of the factors that shape leadership transformation in the context of industrial development in Papua.

Results and Discussion

The Kamoro Mimika tribe, also known as the Mimika tribe, is a community residing in the lowlands of the southwestern coast of Irian Island(Sarwono, 1998). They inhabit the area between 134° 59' E to 136° 19' E, from the eastern edge of Etna Bay to the Otokwa River (van der Kroef, 1957). Their territory is bordered by the Charles Louis Mountains to the north and the Cartenz Mountains to the east. The Kamoro Mimika tribe generally resides in coastal areas, riverbanks, and swamps near their livelihood sources. Linguistically, the word "Mimika" originates from "mimiyeika," meaning a river flowing towards the headwaters. The Mimika people often refer to themselves as "mimika-we," signifying the people of Mimika. Among neighboring communities, particularly those in mountainous and highland regions, they are known as the Kamoro tribe. The term "Kamoro" is derived from "kamuruu," denoting a migrant tribe or newcomers. While formally they are referred to as Kamoro, in a cultural context, it is more respectful to address them as Mimika-we.

Leadership Transformation of the Kamoro Mimika Indigenous Community

Leadership transformation within the Kamoro Mimika indigenous community has been significant, especially in response to the presence of entities like PT Freeport (Leith, 2002). Before the arrival of PT Freeport, traditional leaders were responsible for maintaining harmony between humans, nature, and ancestral spirits. However, with the advent of PT Freeport, these leaders have transitioned into mediators between the indigenous community and the company. Traditional leadership hierarchy within the Kamoro Mimika tribe has undergone changes due to various factors, including the influence of external entities like PT Freeport. Before the involvement of PT Freeport, traditional leaders held significant authority and were primarily responsible for maintaining cultural practices, community welfare, and harmony with nature and ancestral spirits. With the introduction of PT Freeport and modernization processes, the role of traditional leaders has shifted towards becoming mediators between the indigenous community and external stakeholders. This transformation has led to a reevaluation of the traditional leadership structure (Drucker, 2017), with traditional leaders now needing to navigate complex relationships with external entities, balance community interests with economic opportunities, and address environmental sustainability concerns (Kanyane, 2017).

Changes in the traditional leadership hierarchy of the Kamoro Mimika tribe reflect a broader trend of indigenous communities adapting to external influences while striving to preserve their cultural heritage. Traditional leaders are now tasked with not only upholding traditional values but also advocating for the community's rights, ensuring participation in decision-making processes, and promoting inclusive and sustainable development initiatives. Role of traditional leaders has evolved in response to the presence of industry in indigenous communities (Natcher and Brunet, 2020). With the entry of industries such as PT Freeport in the Kamoro Mimika tribal region, traditional leaders experienced significant changes in their responsibilities and functions. Traditionally, these leaders focused on preserving cultural heritage, maintaining social order, and ensuring the well-being of their community members.

With the presence of industry, indigenous leaders take on new roles as mediators between indigenous communities and industrial entities (O'Faircheallaigh and Ali, 2017). They are now tasked with facilitating the integration of indigenous peoples into industrial processes, ensuring that development initiatives are implemented in a sustainable manner and taking into account the rights of indigenous peoples. In addition, traditional leaders are expected to empower community members, especially women and youth, to participate in the modern economy and voice their opinions in decision-making processes.

Collaboration between indigenous leaders, non-governmental organizations (NGOs), and government agencies (Garilao, 1987) is important to ensure that industry activities are aligned with the interests of all stakeholders and contribute to the overall well-being of indigenous communities. The changing role of traditional leaders in response to industrial presence underscores the need for adaptation, negotiation, and advocacy to protect the rights and interests of indigenous peoples while addressing the challenges and opportunities posed by industrial development.

Involvement in decision-making processes regarding various aspects of community life has shifted towards a more inclusive approach and respect for traditional customs and practices. According to information from one of the traditional leaders (FM), even though there have been significant changes made by PT Freeport towards indigenous communities, the decision-making process must still prioritize community values and traditions. In this case, decision making must involve elders and traditional leaders to ensure that the culture and interests of indigenous communities are maintained.

Emphasis on involving traditional leaders and elders in decision making reflects a recognition of the importance of preserving cultural heritage and ensuring that community values are respected in the face of external influences such as industrial development. By prioritizing input from traditional leaders in the decision-making process, there is a joint effort to maintain the integrity of community customs and safeguard the welfare of its members.

The statement highlights the desire to strike a balance between exploiting development opportunities brought by external entities such as PT Freeport and upholding the traditions and values that define a community's identity. By involving traditional leaders in decision making, there is a commitment to ensuring that the community's cultural heritage remains an integral part of the decision-making process that impacts their lives.

Factors Influence of Leadership Transformation

Economic and educational and in this research are considered to contribute to the evolution of leadership roles and responsibilities in society.

The economic circumstances of the community are pivotal in shaping the leadership transformation within the Kamoro Mimika indigenous community. As per a statement by a traditional leader (FM), the economic prosperity of the community profoundly influences the development of traditional leadership. When the community's economy improves, traditional leadership structures tend to become more stable as they have sufficient resources to support cultural activities and community welfare. However, there is concern that the presence of PT Freeport and external economic influences may disrupt social order and traditional cultural values, thereby affecting the transformation of leadership within the indigenous community. Additionally, statement from a youth representative (TT) provide further insights into how

economic conditions influence leadership transformation. Understanding the perspectives of different community members, including traditional leaders and youth, on the relationship between economic conditions and leadership transformation is essential for comprehensively analyzing the impact of economic factors on traditional leadership structures within the indigenous community.

Education has an important meaning in forming leadership in the Kamoro Mimika community. Increasing accessibility to education can empower members of society, especially young people (Jarkiewicz, 2020), enabling them to assume leadership positions and participate in decision-making processes. Education can help traditional leaders adapt to evolving societal dynamics and external pressures, thereby encouraging a more informed and inclusive leadership approach.

The research results show that increasing access to education empowers individuals in indigenous communities to engage in leadership roles and make meaningful contributions to decision-making processes. Education functions as a tool of empowerment, enabling community members, especially the younger generation, to take leadership responsibilities and participate actively in shaping the future of their communities. Interview results also concluded that education plays an important role in helping traditional leaders adapt to external pressures and changing societal dynamics. By gaining knowledge and skills through education, leaders can better address complex challenges, such as those posed by industrial development or external influences such as PT Freeport, while preserving the cultural heritage and values of indigenous communities.

Educated leaders are better equipped to understand diverse perspectives, promote gender equality, and advocate for the rights of all members of society. By embracing education, traditional leaders can adopt more inclusive leadership practices that take into account the needs and aspirations of the entire community, thereby leading to more sustainable and equitable development.

In the context of Suku Komoro Mimika, the structure of traditional leadership hierarchy has undergone changes reflecting adaptation to the impacts of industrialization. Traditional leaders are now tasked not only with preserving local wisdom and customary practices but also with facilitating the integration of indigenous communities into the processes of PT Freeport. They are expected to act as mediators between the interests of the indigenous communities and the stakeholders of Freeport, ensuring that development is carried out sustainably and respects the rights of the indigenous peoples. Additionally, traditional leaders are required to empower the indigenous communities, especially women and youth, to participate in modern economy and ensure their voices are heard in decision-making processes.

Government officials are making concerted efforts to integrate traditional structures with formal governance systems (Stoker, 1998). Recognizing the significance of traditional leadership in indigenous communities, government representatives are actively supporting and collaborating with traditional leaders to navigate the challenges posed by industrial development while preserving the community's cultural heritage and values. Government officials serve as mediators, facilitating dialogues between traditional leaders, community members, and external entities such as PT Freeport. Through these dialogues, they aim to ensure that the voices and interests of the community are heard and considered in decision-making processes. By fostering open communication and negotiation, government officials seek to create a harmonious relationship that respects both traditional governance structures and formal governance systems.

They are involved in policy development tailored to the unique needs and perspectives of indigenous communities. They work towards creating a regulatory framework that upholds traditional governance while aligning with formal governance structures to promote effective governance and sustainable development. This approach involves striking a delicate balance between the demands of industrial progress and the preservation of traditional values, ensuring that economic benefits are distributed equitably among community members. Additionally, government officials engage in capacity-building initiatives to empower traditional leaders and community members to actively participate in decision-making processes. By providing training, resources, and support, they aim to enhance the leadership skills and governance capabilities of indigenous communities, enabling them to engage meaningfully in shaping their own development trajectory.

Through these collaborative efforts, government officials are striving to foster an inclusive approach that harmoniously integrates traditional structures with formal governance systems. This integration is designed to uphold the cultural identity and rights of indigenous communities while promoting sustainable development and inclusive decision-making processes that benefit the community as a whole.

Within the dynamics of PT Freeport in Suku Komoro Mimika, changes in the structure of traditional leadership hierarchy are presented through various perspectives. Traditional leaders uphold traditional values while adapting to the changes brought by PT Freeport, whereas the youth see these changes as opportunities to play a more active role in community development. On the other hand, women emphasize the need for gender equality in leadership structures, while NGOs strive to advocate for principles of democracy and social justice. Government officials, meanwhile, seek to integrate traditional structures with formal governance systems while providing support to the community in facing the challenges posed by PT Freeport. The viewpoints of each group reflect the complexity of social and leadership changes occurring, with efforts to maintain cultural values while adapting to the realities of modernization and economic development.

The impact of industrialization on leadership transformation in the traditional Mimika Comorian tribal community in Papua. Industrialization often brings about structural changes in traditional leadership hierarchies. The introduction of external industries like PT Freeport can disrupt existing power dynamics within the community, leading to adjustments in the roles and responsibilities of traditional leaders. Traditional leaders are required to adapt to the changing landscape brought about by industrialization. They must balance the preservation of cultural values and customs with the need to engage with external entities for economic development. This adaptation may involve mediating between the interests of the community and industrial representatives to ensure sustainable development and the protection of indigenous rights. Industrialization can impact community engagement in leadership processes. The influx of new economic opportunities and challenges may influence how community members participate in decision-making and leadership roles. It can also create opportunities for the younger generation to take on more active roles in community development. Traditional leaders, government officials, and other stakeholders must navigate the integration of traditional leadership structures with formal governance systems in the context of industrialization. This integration requires balancing the preservation of cultural heritage with the need for effective governance and economic development.

Youth see the changes in traditional leadership structure as opportunities to actively engage in community development. They perceive economic progress as a chance for the younger generation to access resources and education, although they are mindful of potential negative impacts such as detachment from cultural values. The perspectives from these diverse figures reflect the complexity of challenges and opportunities in balancing modernity and tradition within the context of PT Freeport in indigenous communities in Papua. Factors influencing leadership transformation in the context of indigenous communities like Suku Komoro Mimika include economic, educational, and social factors:

Economic conditions of the community play a significant role in shaping leadership transformation. Stable economic conditions can support the continuity of traditional leadership, but external factors like PT Freeport may pose challenges to traditional values. Economic progress can create new job opportunities and additional income, impacting the structure of leadership within the community.

The presence of PT Freeport has significantly impacted the traditional leadership roles within the Kamoro Mimika tribe. Before the involvement of PT Freeport, traditional leaders held authority in maintaining cultural practices, community welfare, and harmony with nature and ancestral spirits. However, with the introduction of PT Freeport and modernization processes, the role of traditional leaders has shifted towards becoming mediators between the indigenous community and external stakeholders. Traditional leaders are now required to navigate complex relationships with external entities like PT Freeport, balance community interests with economic opportunities, and address environmental sustainability concerns. They have evolved to advocate for the community's rights, ensure participation in decision-making processes, and promote inclusive and sustainable development initiatives. The traditional leadership hierarchy has undergone changes to adapt to the presence of

industries like PT Freeport, reflecting the broader trend of indigenous communities adjusting to external influences while striving to preserve their cultural heritage.

Furthermore, traditional leaders are now tasked with facilitating the integration of indigenous peoples into industrial processes, ensuring that development initiatives are implemented sustainably, and considering the rights of indigenous peoples. They are expected to empower community members, especially women and youth, to participate in the modern economy and have their voices heard in decision-making processes.

Education plays a crucial role in influencing the factors that contribute to leadership transformation within the Kamoro Mimika indigenous community. By increasing access to education, individuals in the community, especially the younger generation, are empowered to take on leadership roles and actively participate in decision-making processes. This empowerment through education enables them to shape the future of their communities and contribute meaningfully to their development. Education helps traditional leaders adapt to external pressures and changing societal dynamics. By acquiring knowledge and skills through education, these leaders are better equipped to address complex challenges brought about by industrial development or external influences such as PT Freeport, while still preserving the cultural heritage and values of the indigenous communities. Educated leaders are more capable of understanding diverse perspectives, promoting gender equality, and advocating for the rights of all members of society.

Traditional leaders are now not only responsible for preserving local wisdom and customary practices but also for facilitating the integration of indigenous communities into processes involving entities like PT Freeport. They act as mediators between the interests of the indigenous communities and stakeholders, ensuring that development is carried out sustainably and respects the rights of the indigenous peoples. Additionally, education plays a vital role in empowering traditional leaders to navigate these challenges effectively and lead their communities towards more inclusive and sustainable development initiatives.

Conclusion

The interaction between traditional structures and formal governance systems, as highlighted through the lens of deconstruction theory, as well as an emphasis on the complexity and nuance inherent in leadership transformation and cultural adaptation in the context of indigenous communities and reveals the instability and diversity of meanings and perspectives. This analysis underscores the importance of recognizing and navigating the uncertainties and contradictions that arise in interpreting diverse viewpoints. It also requires critical examination of dualistic constructs, such as traditional versus modern, to challenge value hierarchies and power dynamics. The implications of these findings demonstrate the need for inclusive and collaborative approaches that respect cultural heritage, encourage equitable decision-making processes, and address the social and economic challenges posed by industrialization while preserving the rights and identities of indigenous peoples. Overall, the conclusions emphasize the importance of embracing diversity, recognizing complexity, and encouraging dialogue and understanding to navigate the complexities of leadership transformation and sustainable development in indigenous communities.

Additional Requirements

This article is the main requirement in the process of completing doctoral studies. The author hopes that the editor can provide an opportunity for this article to obtain Accepted status, so that it can immediately be used for the graduation exam

Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Author Contributions

Acknowledgments

References

1. Amaru, S. and Chhetri, N.B. (2013) 'Climate adaptation: Institutional response to environmental constraints, and the need for increased flexibility, participation, and integration of approaches', *Applied Geography*, 39, pp. 128–139.

2. Bass, B.M. and Riggio, R.E. (2006) *Transformational leadership*. Psychology press.

3. Browne, K. (2005) 'Snowball sampling: using social networks to research non-heterosexual women', *International journal of social research methodology*, 8(1), pp. 47–60.

4. Chen, H. *et al.* (2022) 'Dynamics and Driving Mechanism of Real Estate in China's Small Cities: A Case Study of Gansu Province', *Buildings*, 12(10), p. 1512.

5. Drucker, P.F. (2017) *The new society: the anatomy of industrial order*. Routledge.

6. Eisenstadt, S.N. (1965) 'Transformation of social political, and cultural orders in modernization', *American Sociological Review*, pp. 659–673.

7. Espiritu, A.A. (1999) *The impact of industrialization and resource development on indigenous peoples of Northwest Siberia: the Khanty, Mansi and Iamalo-Nenets*. University of Alberta.

8. Garilao, E.D. (1987) 'Indigenous NGOs as strategic institutions: managing the relationship with government and resource agencies', *World Development*, 15, pp. 113–120.

9. Givens, R.J. (2008) 'Transformational leadership: The impact on organizational and personal outcomes', *Emerging leadership journeys*, 1(1), pp. 4–24.

10. Gram-Hanssen, I. (2021) 'Individual and collective leadership for deliberate transformations: Insights from Indigenous leadership', *Leadership*, 17(5), pp. 519–541.

11. Grübler, A. (1994) 'Industrialization as a historical phenomenon', *Industrial ecology and global change*, 5, p. 43.

12. Hossain, M.A. and Huggins, R. (2021) 'The environmental and social impacts of unplanned and rapid industrialization in suburban areas: the case of the Greater Dhaka Region, Bangladesh', *Environment and Urbanization ASIA*, 12(1), pp. 73–89.

13. Jarkiewicz, A. (2020) 'Using participatory action learning to empower the active citizenship of young people', *Action Learning: Research and Practice*, 17(1), pp. 72–83.

14. Kanyane, M. (2017) 'Interfacing interplay of local government, traditional leaders and society', *Journal of Contemporary African Studies*, 35(2), pp. 212–220.

15. Kirby, P.C., Paradise, L. V and King, M.I. (1992) 'Extraordinary leaders in education: Understanding transformational leadership', *The Journal of educational research*, 85(5), pp. 303–311.

16. van der Kroef, J.M. (1957) 'Patterns of Cultural Change in Three Primitive Societies', *Social Research*, pp. 427–456.

17. Lee, J.W. (2019) 'Long-run dynamics of renewable energy consumption on carbon emissions and economic growth in the European Union', *International Journal of Sustainable Development & World Ecology*, 26(1), pp. 69–78.

18. Legard, R., Keegan, J. and Ward, K. (2003) 'In-depth interviews', *Qualitative research practice: A guide for social science students and researchers*, 6(1), pp. 138–169.

19. Leith, D. (2002) *The politics of power: Freeport in Suharto's Indonesia*. University of Hawaii Press.

20. Lin, J.Y. (2012) 'From flying geese to leading dragons: New opportunities and strategies for structural transformation in developing countries 1', *Global Policy*, 3(4), pp. 397–409.

21. Lucianetti, L., Battista, V. and Koufteros, X. (2019) 'Comprehensive performance measurement systems design and organizational effectiveness', *International Journal of Operations & Production Management*, 39(2), pp. 326–356.

22. Melnyk, L. *et al.* (2019) 'The effect of industrial revolutions on the transformation of social and economic systems', *Problems and Perspectives in Management*, 17(4), p. 381.

23. Natcher, D.C. and Brunet, N.D. (2020) 'Extractive resource industries and indigenous community-based monitoring: Cooperation or cooptation?', *The Extractive Industries and Society*, 7(4), pp. 1279–1282.

24. O'Faircheallaigh, C. and Ali, S. (2017) *Earth matters: Indigenous peoples, the extractive industries and corporate social responsibility*. Routledge.

25. Oplatka, I. and Arar, K.H. (2016) 'Leadership for social justice and the characteristics of traditional societies: Ponderings on the application of western-grounded models', *International journal of leadership in education*, 19(3), pp. 352–369.

26. Orabi, T.G.A. (2016) 'The impact of transformational leadership style on organizational performance: Evidence from Jordan', *International Journal of Human Resource Studies*, 6(2), pp. 89–102.

27. Oyelaran-Oyeyinka, B. and Lal, K. (2016) *Structural Transformation and Economic Development: Cross regional analysis of industrialization and urbanization*. Routledge.

28. Ray, M. (2020) 'Transformational Leadership: Idealized Influence', *Retrieved from MichelleRay: https://www. michelleray. com/transformational-leadership-idealizedinfluence* [Preprint].

29. Sadorsky, P. (2014) 'The effect of urbanization and industrialization on energy use in emerging economies: Implications for sustainable development', *American Journal of Economics and Sociology*, 73(2), pp. 392–409.

30. Sahoo, M. and Sethi, N. (2022) 'The dynamic impact of urbanization, structural transformation, and technological innovation on ecological footprint and PM2. 5: evidence from newly industrialized countries', *Environment, Development and Sustainability*, 24(3), pp. 4244–4277.

31. Sarwono, S.W. (1998) 'The Amungme and the Kamoro in Mimika Timur: Psychological Analysis', *Perspectives on the Bird's Head of Irian Jaya, Indonesia*, pp. 351–363.

32. Stewart, J. (2006) 'Transformational leadership: An evolving concept examined through the works of Burns, Bass, Avolio, and Leithwood', *Canadian journal of educational administration and policy* [Preprint], (54).

33. Stoker, G. (1998) 'Governance as theory: five propositions', *International social science journal*, 50(155), pp. 17–28.

34. Suen, L.-J.W., Huang, H.-M. and Lee, H.-H. (2014) 'A comparison of convenience sampling and purposive sampling', *Hu li za zhi*, 61(3), p. 105.

35. Uhl-Bien, M., Marion, R. and McKelvey, B. (2007) 'Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era', *The leadership quarterly*, 18(4), pp. 298–318.

36. Yasin, G. *et al.* (2014) 'Relationship of intellectual stimulation, innovations and SMEs performance: Transformational leadership a source of competitive advantage in SMEs', *Middle-East Journal of Scientific Research*, 19(1), pp. 74–81.