



Human Capital Management in Extreme Crises: A Sensemaking-Driven Framework of Leadership, Strategic Communication, and Behavioral Coherence (The 12-Day War Case Study)

Mohammad Isaabadi: Ph.D. Student in Department of Business Administration, Organizational Behavior and Human Resource Management, Faculty of Islamic Studies & Management, Imam Sadiq University, Tehran, Iran.

m.isaabadi@isu.ac.ir |  0000-0003-1163-9558

Abstract

Purpose: This study develops an operational model of human capital management in severe crises grounded in leadership sensemaking and strategic communication. Using the twelve-day Iran–Israel war as an empirical case, it examines how leadership interpretations and crisis communication mechanisms shape the management of human resources and contribute to maintaining behavioral coherence at the societal level during high-intensity crises.

Design/Methodology/Approach: The research adopts a qualitative design based on Thematic Analysis. A corpus of 40 official documents, speeches, and statements issued by key political, military, and socio-cultural actors during the crisis was systematically analyzed. Through an inductive multi-stage coding process, 563 semantic units were extracted and organized into 20 basic themes, 9 organizing themes, and 4 overarching dimensions representing the causal structure of crisis-stage human capital management.

Findings: The results reveal a multi-layered causal model linking leadership cognition, communication processes, organizational practices, and collective behavior. Leadership sensemaking functions as the initiating layer by framing the crisis through enemy construction, identity reinforcement, and legitimacy management. This interpretive layer informs strategic communication processes that manage public perception, construct crisis narratives, and conduct psychological signaling. These communicative mechanisms enable operational human capital management practices focused on personnel continuity, succession mechanisms, and symbolic support for human resources. Together, these processes generate behavioral coherence manifested in societal calmness, reassurance, and strengthened national cohesion.

Originality/Value: By deriving a crisis-stage human capital management model directly from real-time crisis discourse, the study extends existing literature beyond administrative HR perspectives and demonstrates how leadership meaning-making and strategic communication jointly shape collective behavior in severe crises.

Keywords

Human Capital Management in Crisis, Leadership Sensemaking, Strategic Communication, Behavioral Coherence, Crisis Leadership.

Introduction

In contemporary high-stakes crisis environments—characterized by heightened intensity, informational ambiguity, and severe time pressure—the central challenge for human–organizational systems is not merely responding to the crisis, but preventing behavioral divergence and sustaining the continuity of critical functions (Edvardsson & Durst, 2021; Gleibs, 2025). Severe crises often generate interpretive ambiguity and disrupt existing sensemaking systems, thereby weakening shared understanding among organizational actors and increasing volatility in decisions and actions. Under such conditions, a fundamental question arises: how can ambiguity be transformed into coordinated and reliable action (Taylor et al., 2025)?

Within this context, the concept of behavioral coherence constitutes the analytical core of the present study. Behavioral coherence refers to the stability and alignment of operational behaviors under conditions of extreme pressure and high uncertainty, where decisions, roles, and actions remain oriented toward sustaining vital system functions and preventing functional breakdown. This perspective aligns with the crisis-leadership literature, which conceptualizes leadership effectiveness during crises as the capacity to create stability and manage collective responses (Kreamer et al., 2025; Gleibs, 2025).

However, behavioral coherence during crises does not emerge automatically; it requires specific organizational and managerial mechanisms. In this regard, human resource management (HRM) assumes a role that extends beyond routine administrative functions, evolving into a system for structuring roles, stabilizing critical functions, and aligning human behaviors under extreme conditions (Edvardsson & Durst, 2021). From this perspective, human capital management in crises can be understood as the capacity to design and implement mechanisms that prevent behavioral divergence and ensure the sustained functioning of the system.

A central driver of such coherence is leadership sensemaking. Sensemaking theory suggests that when actors confront ambiguous situations, they actively construct and reconstruct interpretations of events to develop a workable understanding that guides their actions (Taylor et al., 2025). In severe crises, leaders play a crucial role in shaping collective responses by structuring ambiguous information, aligning collective interpretations, and managing emotional responses within the organization (Jing & Yang, 2025; Gleibs, 2025). Consequently, leadership sensemaking can be considered a key mechanism through which behavioral coherence becomes possible.

Despite these insights, the existing literature has primarily focused either on crisis leadership or on organizational-level HRM practices. The mechanisms through which leadership sensemaking translates into behavioral coherence through concrete human-capital management processes have received limited integrated attention. The lack of a comprehensive framework explaining how leadership sensemaking contributes to the stabilization of vital behaviors through human-capital management during severe crises, therefore, represents an important theoretical and practical gap.

The twelve-day military confrontation between Iran and Israel in 2025 represents a salient example of a short-duration, high-intensity crisis characterized by intense time pressure, informational ambiguity, and heightened societal sensitivity. This context provides an appropriate empirical setting to examine how behavioral coherence and the continuity of critical functions can be maintained at a macro-system level in the face of extreme threat. Analyzing this case allows for the development of a conceptual model grounded in documentary evidence that clarifies the logic of human-capital management in extreme environments.

Accordingly, the present study seeks to develop a human-capital management model for severe crises grounded in leadership sensemaking and behavioral coherence. The central research question guiding this study is: How can human-capital management, through leadership sensemaking, generate behavioral coherence and ensure the continuity of critical functions during a severe crisis?

1. Theoretical Foundations and Research Background

1-1. Human Capital Management in Severe Crises

In classical literature, human capital management (HCM) has predominantly evolved within stable contexts, emphasizing the development, retention, and optimization of performance (Edvardsson & Durst, 2021). However, severe crises—characterized by heightened uncertainty, time pressure, and disruptions in organizational routines—fundamentally alter these assumptions and expose organizations to complex human-resource challenges (Collings et al., 2021). In such situations, HCM transforms from a supportive function into a vital capability for ensuring operational continuity.

Empirical studies indicate that organizations in crisis settings often oscillate between short-term reductive measures and supportive or developmental interventions (Edvardsson & Durst, 2021). The predominance of cost-cutting strategies can erode trust, lower morale, and diminish

employee commitment (Crayenstein et al., 2025). Conversely, a systemic view of HCM emphasizes complementary bundles of practices that act synergistically, enabling the organization to convey consistent behavioral signals to its employees (Adikaram et al., 2021). Within this framework, the core issue of human capital management during crises lies not merely in cost control but in designing mechanisms that maintain the continuity of critical functions and prevent behavioral divergence (Collings et al., 2021).

1-2. Leadership Sensemaking in Crisis Conditions

Crises generate polysemy and cognitive ambiguity, thereby disrupting existing interpretive systems and prompting employees to redefine their understanding of the situation (Taylor et al., 2025). Sensemaking theory posits that individuals, when confronted with ambiguous events, engage in interpretive and re-interpretive processes to arrive at a plausible understanding that guides subsequent action (Jing & Yang, 2025). Under severe crisis conditions, individual sensemaking capacity may be overwhelmed, leading to interpretive voids.

In such contexts, leadership plays a pivotal role in structuring the chaos. Leaders shape the course of collective responses by framing events, highlighting critical cues, and articulating coherent narratives (Jing & Yang, 2025; Gigliotti & Alvarez-Robinson, 2025). Clear and transparent communication from leaders reduces uncertainty and strengthens employee trust and readiness for coordinated action (Gigliotti & Alvarez-Robinson, 2025). Furthermore, from a social identity perspective, leaders enhance cohesion and collective efficacy by reinforcing a shared sense of “we” and aligning group identity with common organizational goals (Gleibs, 2025). Consequently, leadership sensemaking functions as a mechanism through which interpretive alignment and collective behavioral coordination become possible during crises (Adamu et al., 2024).

1-3. Behavioral Coherence and Communicative Mechanisms

Behavioral coherence refers to the stability and alignment of operational behaviors under conditions of pressure and uncertainty—a state in which both individual and collective actions remain oriented toward maintaining critical system functions. Internal crisis communication represents one of the key mechanisms for fostering such coherence (Adamu et al., 2024). These communications encompass intra-organizational interactions that occur before, during, and after a crisis, aimed at achieving shared understanding and behavioral coordination through processes of sensemaking and meaning construction (Adamu et al., 2024; Taylor et al., 2025).

Research suggests that effective internal crisis communication strengthens trust, commitment, and supportive employee behaviors, whereas deficiencies in this domain lead to confusion and response fragmentation (Adamu et al., 2024). Perceived organizational support also plays a critical role in enhancing commitment and reducing turnover intention in high-risk contexts, thereby contributing to behavioral coherence (Crayenstein et al., 2025).

Overall, the extant literature indicates that behavioral coherence in crises emerges from the interaction of three core elements: systemic design of human capital management practices, leadership sensemaking, and coherent communicative mechanisms (Adikaram et al., 2021; Jing & Yang, 2025; Adamu et al., 2024). Nevertheless, an integrated framework that models these three components as a unified structure for managing severe crises remains underdeveloped—a gap that the present study seeks to address.

1-4. Literature Review

To review the research background relevant to the topic of the present study, similar themes and titles were examined in reputable domestic and international academic databases. Based on this search process, the following studies were identified and selected for further analysis.

Table 1. Literature Review

No.	Research Title	Year	Researchers	Research Findings
1	The Battle of Narratives in the Middle East: Examining the Role of Media in the 12-Day Iran–Israel War	2026	Resalat, Mohammad Amin; Erfani, Sayid Tahir	Media are not neutral transmitters but active agents of legitimation. Each outlet uses ideological language, contrastive framing, highlighting and magnifying, self/other dualization, and selective omission of information to construct its own narrative of the war. Iranian media emphasize Israeli aggression and Iran’s legitimate defense; Israeli and some Western media frame Iran as a threat and present Israel’s actions as necessary/preemptive for security. This narrative struggle produces a broader discursive battle over political and moral legitimacy in the Middle East.
2	Crisis Leadership, Organizational	2025	Jing & Yang	Using sensemaking theory and multi-wave survey data from 482 Chinese enterprises, the study finds that crisis

No.	Research Title	Year	Researchers	Research Findings
	Sensemaking, and Organizational Resilience: The Moderating Effect of Environmental Turbulence			leadership positively predicts organizational resilience, with organizational sensemaking partially mediating this relationship. Environmental turbulence strengthens both the direct effect of crisis leadership on resilience and the indirect effect via sensemaking (moderated mediation). It defines crises as urgent, disruptive, unexpected events that can trigger defensive employee behaviors and undermine coordination, and frames crisis leadership around rapid decisions, strategic alignment, clear communication, and mobilizing collective effort.
3	Exploring the Role of Internal Communication in Facilitating Employee Ethical and Unethical Endorsements in an Organisational Crisis	2025	Zeng & Odufuwa	Taking a follower-centric view, the study treats employees as both sense-receivers and sense-givers and defines internal crisis communication as managing crisis information and meanings to activate employee behaviors and create realistic expectations. Survey results (N=296) show internal crisis communication positively predicts both ethical and unethical employee endorsements; perceived organizational ethics enhances ethical endorsement but has no significant effect on unethical endorsement. The paper cautions that crisis urgency and survival framing may short-circuit sensemaking and unintentionally push employees beyond ethical boundaries while defending the organization.
4	Leadership in a Crisis: A Social Network Perspective on Leader Brokerage	2025	Li, Zheng, Ni, Kirkman, Zhang, Xu, & Liu	Using multi-wave network surveys in 111 chain restaurants (3,000+ employees) during early COVID-19, the study shows that leaders who bridge (rather than create) structural holes (brokerage decreases/tertius

No.	Research Title	Year	Researchers	Research Findings
	Strategy, Intra-Organizational Communication Patterns, and Business Recovery			ingens) build more effective intra-unit communication networks with higher efficiency (shorter path length) and greater cohesion (density; clustering). Network efficiency and global cohesion relate to collective adaptation, which in turn predicts business recovery trajectories (faster customer growth and decreasing personnel costs).
5	Managerial Roles in Internal Crisis Communication Across High-Risk Industries: Toward a Comparative Framework and Measurement Tool	2025	Mohamad, Abdul Hamid, Adamu, & Wolf	Based on in-depth interviews with 19 crisis managers (oil & gas=9; power generation=10), the study shows ICC in high-risk industries must balance operational precision with psychological sensitivity. It reveals sector-specific adaptations: centralized power generation favors protocol-driven communication and vetted platforms, whereas decentralized oil & gas prioritizes adaptive messaging and consumer-grade tools; organizational structure mediates crisis sensemaking. The paper proposes a 7-dimensional managerial ICC framework/measurement tool and highlights measurable indicators such as clarity, response speed, message consistency, and employee compliance rates.
6	Senselisting and the Reorganisation of Collective Action During Crisis Management: The Notre-Dame de Paris Fire	2025	Cros, Tiberghien, & Bertolucci	Based on microethnographic research of the Paris Fire Brigade, the study introduces “senselisting” as a central mechanism in crisis sensemaking. A “free electron” actor triggered a turning point by voicing situational cues, leading to the reorientation of ongoing action. Senselisting integrates attitudinal openness (situated humility, confidence) and pragmatic verification (epistemic action, recognition of peer expertise), enabling the transition from individual

No.	Research Title	Year	Researchers	Research Findings
				to collective sensemaking under extreme conditions.
7	Sense-making the Aftermath of Crises: The Emergence of Adaptive and Transformative Resilience amid Conflicting Institutional Logics	2025	Deepa, Jaiswal, & Shagirbasha	Based on qualitative interviews with 26 HR leaders, the study identifies staged strategic responses (defiance, buffering, balancing, and acquiescence) to conflicting institutional logics during crises. It reveals three aggregate dimensions: managing conflicting logics, synergizing logics for adaptive resilience (agility, redesigned governance, wellbeing, upskilling), and balancing logics for transformative resilience (distributed work model, engagement, future-of-work sensemaking). The study highlights HR leaders as institutional change agents shaping organizational resilience.
8	A social identity approach to crisis leadership	2025	Gleibs	The paper advances a social identity perspective on crisis leadership, emphasizing a shift from individualistic views to collective crisis responses. Crises are defined as unexpected, salient, potentially disruptive events that demand collective responses and behavioral/policy change. Leadership is framed as social influence through creating “we-ness,” with effectiveness tied to representing the group, advancing group interests, crafting shared identity content, and building structures that make the group matter. It highlights aligning identity content with required behaviors, sustaining transparency/trust over time, and accounting for diverse group experiences during crises.
9	The Role of Leadership Communication	2025	Gigliotti & Alvarez-Robinson	The study examines leaders’ crisis-related communication narratives and argues that leadership communication

No.	Research Title	Year	Researchers	Research Findings
	in Building Crisis Readiness and Resilient Leadership in Times of Disruption: An Exploratory Study			can build trust, convey stability, and strengthen institutional cohesion during disruption. It conceptualizes crisis readiness as an action-oriented mindset and distinguishes it from preparedness (plans/resources) and resilience (adapting/withstanding/recovering). Drawing on the Communication Theory of Resilience, it frames resilience as a collective, communicative process and highlights how narratives fill meaning deficits and shape sensemaking during crises.
10	Organizational resilience in turbulent times—social capital as a mechanism for successfully adapting human resources practices that lead to resilience	2025	Ben-Hador & Yitshaki	Based on 72 interviews with Israeli HR managers, the study shows that crises force rapid HRP adaptation and that HR managers' social capital is the key mechanism enabling HRP adaptation to attain resilience. It conceptualizes social capital at three levels (personal, intra-organizational, extra-organizational) and links these levels to how HRP (e.g., work arrangements, retention/welfare, development, recruitment, performance appraisal) are adapted during turbulent times through strengthened connections, coordination structures, and communication channels.
11	Designing a Model of Strategic Resilience: The Case of the Islamic Republic of Iran in the 12-Day War	2025	Kordanaj, Asadollah	This qualitative study uses thematic analysis of 37 official statements and documents issued by senior political, military, and socio-cultural actors during the 12-day war to develop an operational, empirically grounded model of strategic resilience for the Islamic Republic of Iran. The findings show that strategic resilience is not a static capacity for endurance but a dynamic, hierarchical capability centered on strategic agency. The

No.	Research Title	Year	Researchers	Research Findings
				resulting model identifies three interrelated dimensions: (1) Socio-Political Resilience (25.9%), providing the enabling foundation through integrated leadership, unity of command, and national cohesion; (2) Resilience in Strategic Agency (54.7%) as the core dimension, characterized by active deterrence, demonstration of response capability, strategic justification, and narrative management via public diplomacy; and (3) Resilience in Foundational Dimensions (19.4%), supporting resilience through continuity of critical governmental and economic functions, support for affected populations, and the mobilization of semantic and psychological capital. Overall, resilience is conceptualized as a capability activated by a central strategic actor that aligns leadership, hard power, soft power, and social capital into a coherent crisis response.
12	The How and Why of Organizational Resilience: A Mixed-Methods Study on Facilitators and Consequences of Organizational Resilience Throughout a Crisis	2024	Hollands, Haensse, & Lin-Hi	A mixed-methods study in the Pakistani textile industry examines organizational resilience as a dynamic meta-capability throughout an ongoing crisis. Qualitative findings identify three content-based internal facilitator themes (Assets & Resourcefulness; Dynamic Competitiveness; Learning & Culture) and three temporal classes (readiness-before, robustness-during, reaction-in-response). "Learning & Culture" highlights soft, people- and learning-oriented facilitators such as employee protection, leader and cross-level communication, HR development, and planning/forecasting. Longitudinal quantitative results emphasize the pivotal role of soft facilitators and link

No.	Research Title	Year	Researchers	Research Findings
				resilience to business success and reduced emotional exhaustion during crisis.
13	High involvement work system and organizational and employee resilience: Impact of digitalisation in crisis situations	2024	Nguyen, Malik, Sharma, Kingshott, & Gugnani	The paper argues that crisis-driven digitalisation creates both opportunities (technology-enabled communication/collaboration) and pressures (job redesign, skills demands, displacement fears). It conceptualizes HIWS (teamwork, training) as an HR bundle that strengthens employee perceptions of PIRK (power, information, rewards, knowledge sharing), which then links to organizational resilience and employee outcomes (performance, satisfaction, positive mental health, retention), with transformational leadership moderating key relationships.
14	Staying emotionally connected while being physically apart – Exploring what teleworkers need to stay committed and how internal communication can contribute	2024	Stranzl, Ruppel, & Einwiller	A qualitative interview study identifies eight job-related resources that foster teleworkers' organizational commitment and highlights the strategic role of internal communication in addressing informational and relational needs.
15	Organizational resilience: Unveiling the role of strategic internal crisis management on employee sensemaking and sensegiving	2024	Adamu, Raza, & Mohamad	Using an online survey of 483 full-time employees in Pakistan and SEM, the study finds that internal crisis communication (ICC) positively predicts job engagement, OCBE, and employees' communicative behaviors for sensemaking and sensegiving, with downstream positive effects on organizational resilience. It defines ICC as manager–employee communicative interaction before/during/after crises, treats

No.	Research Title	Year	Researchers	Research Findings
				sensemaking as the cognitive meaning-construction process, and sensegiving as the communicative meaning-transmission process.
16	Examining employees' affective and behavioral responses to internal crisis communication in times of COVID-19	2023	Liu-Lastres, Wen, & Okumus	The paper distinguishes internal from external crisis communication and explains an integrated framework with two dimensions: leadership communication (vertical) and coworker communication (horizontal). It defines coworker communication and defines psychological safety as a shared belief about the safety of interpersonal risk-taking at work, noting examples such as speaking up and seeking feedback.
17	Strategic human resource management in the context of environmental crises: A COVID-19 test	2023	Minbaeva & Navrbjerg	Using Danish evidence and a mixed-methods sequential design, the article identifies gaps in SHRM revealed by COVID-19. Effective crisis handling is described as combining rapid top-management decisions and clear communication with delegated authority to line managers ("centralized decentralization"). It highlights HRM system strength/signaling and stresses communication as a meta-feature that sends clear signals, builds a strong/resilient climate, and supports collective sensemaking during environmental crises.
18	Battling COVID-19 with human resource management bundling	2021	Adikaram, Naotunna, & Priyankara	The qualitative study reports three internally consistent and mutually reinforcing HRM bundles during COVID-19: health & safety, cost-saving, and employee motivation & engagement. It argues that bundling HR practices can generate synergistic effects, and highlights the need for timely, transparent communication to explain cost-saving decisions and secure employee buy-in.

No.	Research Title	Year	Researchers	Research Findings
19	Leading through paradox in a COVID-19 world: Human resources comes of age	2021	Collings, Nyberg, Wright, & McMackin	The invited review frames COVID-19 as a fundamentally human crisis, placing HR leaders at the center of enabling organizations to navigate and exit the crisis. Using paradox theory, it emphasizes both/and thinking over either/or and illustrates two core paradoxes shaping HR leadership: the people–profit paradox and the short-term–long-term paradox in top management people decisions (e.g., downsizing and its implications for commitment). It also outlines a mutuality lens for higher-quality employment relationships (capability, commitment, contribution).
20	COVID-19 and the uncertain future of HRM: Furlough, job retention and reform	2021	Stuart, Spencer, McLachlan, & Forde	The review argues that job retention should be treated as a core HRM practice during a crisis (not merely an outcome). Drawing on strategic HR planning and labour economics (labour hoarding), it outlines firm benefits (reduced recruitment/training costs; retention of firm-specific skills and organizational memory) and worker benefits (reduced redundancy risk and adverse well-being effects). It also highlights three key challenges for embedding job retention: job security, good work, and worker voice.
21	Human Resource Management in Crisis Situations: A Systematic Literature Review	2021	Edvardsson & Durst	A systematic review of 56 empirical WoS-indexed studies (2008–2021) identifies four themes: economic crisis/health crisis/natural disasters/political instability, and HRM. It defines crises as high-uncertainty events with urgent decision-making and highlights common elements (surprise, threat, short response time). Findings suggest soft HRM and management support are more prevalent in life/health-threatening crises, whereas economic

No.	Research Title	Year	Researchers	Research Findings
				crises more often trigger hard HRM (cost-cutting, downsizing, pay freezes, etc.).
22	Identifying and Prioritizing Effective Human Resource Management Actions in Crisis Conditions Using a Hybrid ANP–DEMATEL Approach	2013	Parhizgar, Mohammad Mehdi; Rahmani, Nima	Using ANP and DEMATEL to prioritize 14 HRM actions grouped into five domains, the study ranks “communication and information disclosure” as the top priority, followed by “empowering managers for crisis” and “human resource development.” Downsizing and personnel cost management are considered effective only when implemented after other prior actions.

To examine the research background relevant to the present study, related studies were reviewed in reputable domestic and international academic databases. Based on this search process, the studies presented in Table 1 were identified as the most relevant contributions addressing crisis leadership, internal crisis communication, organizational resilience, and human capital management during crises.

The international literature on crisis management consistently identifies human capital as one of the most critical resources for maintaining organizational and social stability during periods of disruption. Crises are generally characterized by high levels of uncertainty, perceived threat, and severe time pressure, conditions that require the rapid mobilization and coordination of human and social resources (Edvardsson & Durst, 2021). Within this body of research, a significant number of studies emphasize the role of leadership communication and sensemaking processes in guiding collective behavior. Findings indicate that during crises, leaders help reduce ambiguity and shape collective interpretations by providing interpretive frameworks and meaning-making narratives. Through these mechanisms, leaders facilitate behavioral coordination and strengthen collective responses to disruptive events (Gigliotti & Alvarez-Robinson, 2025; Jing & Yang, 2025).

In addition, research drawing on the social identity approach to crisis leadership highlights the importance of constructing a shared sense of collective identity. The formation of a “we-ness” among members of an organization or community has been shown to play a crucial role in mobilizing participation, strengthening solidarity, and fostering coordinated behavior during crises (Gleibs, 2025). Complementary research within the

human resource management literature further emphasizes that supportive HR practices—such as strengthening psychological safety, encouraging teamwork, and facilitating transparent internal communication—can significantly enhance employee commitment and resilience in crisis contexts (Adikaram et al., 2021; Nguyen et al., 2024).

Despite these insights, much of the international literature has primarily focused on crises occurring within economic organizations, particularly in contexts such as pandemics or economic downturns. Consequently, the application of these insights to severe crises occurring at broader societal or national levels remains relatively underexplored.

Within the domestic literature, crisis-related studies have largely concentrated on macro-level issues such as social resilience, narrative construction, and the management of public perceptions. Some studies suggest that communicative transparency and trust-building are key factors in maintaining social cohesion and cooperation during crises (Parhizgar & Rahmani, 2013). Other research highlights the influential role of media narratives and discursive framing in shaping public perceptions and directing collective responses during crises (Resalat & Erfani, 2025). More recent studies have also examined dimensions of resilience in the context of security and geopolitical crises. For example, Kardanaeij (2025), analyzing official statements issued during the twelve-day war, identified narrative management, national cohesion, and unified leadership as central factors strengthening societal resilience.

Overall, the reviewed literature reveals an important gap. While international studies highlight the roles of leadership communication, sensemaking processes, and HRM practices in crisis contexts, most of this research remains confined to organizational settings and crisis types such as pandemics or economic disruptions. Conversely, domestic research tends to focus on discursive, media-related, or macro-level aspects of crises, with limited attention to the managerial mechanisms through which leadership sensemaking can translate into coordinated human capital behavior at the societal level.

Therefore, despite the identification of several relevant components in previous research, an integrated and context-sensitive framework explaining the relationship between leadership sensemaking, human capital management mechanisms, and the emergence of behavioral coherence at the societal level remains underdeveloped. Addressing this gap, the present study draws on the experience of the twelve-day war to identify the key components and relationships involved in managing human capital under

conditions of severe crisis. The study ultimately seeks to propose a conceptual model explaining how leadership sensemaking, through specific managerial mechanisms, can strengthen behavioral coherence and enhance social coordination during extreme crises.

2. Materials & Methods

The present study is applied in purpose and qualitative in approach. To extract the components and develop a human capital management model for severe crises—based on leadership sensemaking and behavioral coherence—the method of Thematic Analysis was employed. Thematic Analysis is a systematic approach for identifying, analyzing, and reporting patterns of meaning within qualitative data, enabling the researcher to extract and interpret the underlying concepts and themes embedded in texts in a structured manner (Braun & Clarke, 2006). This method is particularly suitable for studies aimed at developing conceptual frameworks or designing models grounded in textual data (Boyatzis, 1998).

The data analysis process in this study was conducted in three stages. In the first stage, the collected texts and documents were read multiple times in detail to gain a comprehensive understanding of their content. Meaningful segments were then identified and extracted, and each segment was coded as an initial unit based on its core concept. Efforts were made to ensure that the codes remained as close as possible to the actual meaning of the data, preventing the imposition of the researcher's subjective interpretations.

In the second stage, the initial codes were compared and reviewed, and then organized into broader categories based on conceptual similarities. Through this process, a set of organizing themes emerged, each explaining a particular dimension of the phenomenon under investigation. These themes contributed to understanding how human capital is managed under crisis conditions and how leadership sensemaking mechanisms influence collective behavioral direction.

In the third stage, the identified themes were integrated and synthesized to form a coherent conceptual structure. Relationships among the themes were examined, resulting in the extraction of an overarching theme that served as the core of the analysis. This overarching theme was ultimately represented in the form of a conceptual model of human capital management in severe crises, grounded in leadership sensemaking and behavioral coherence.

To assess the reliability of the analysis, a portion of the data was independently coded by a second researcher, and the results were compared

with the initial coding. The level of agreement between coders indicated acceptable stability in the data analysis process.

The statistical population of the study consisted of texts, statements, and official positions issued by key political, military, and elite actors of the Islamic Republic of Iran during the twelve-day crisis period. Given the qualitative nature of the research, purposive sampling was used to select the sources—meaning that documents were chosen based on their substantive relevance to crisis management and social direction-setting during the crisis. Data collection was conducted through document mining and by consulting official and credible sources. In total, 40 documents—including speeches, statements, and official positions—were analyzed, with their distribution among key actors presented in Table 2.

Table 2. Profile of Analyzed Documents

No.	Name	Position (Title)	Number of Documents
1	Ayatollah Khamenei	Leader of the Islamic Revolution	8
2	Masoud Pezeshkian	President	5
3	Seyed Abbas Araghchi	Minister of Foreign Affairs	3
4	Ali Larijani	Advisor to the Leader of the Revolution	3
5	Major General Pakpour	Commander-in-Chief of the IRGC	6
6	Major General Hatami	Commander-in-Chief of the Army	5
7	Major General Mousavi	Chief of Staff of the Armed Forces	3
8	(A group of artists and writers)	Elites and Cultural-Social Actors	8
Total			40

3. Research Findings

The analysis of the collected documents concerning human capital management, leadership sensemaking, and behavioral coherence during the twelve-day crisis resulted in the extraction of a wide range of conceptual indicators. In the open-coding stage, a total of 563 distinct meaning units were identified across 40 authoritative documents. These meaning units reflected a diverse spectrum of cognitive, communicative, and behavioral actions expressed by key actors during the crisis. Examples of initial codes—along with the corresponding key textual excerpts and the extracted meaning units—are presented in the table below:

Table 3. Sample of the Open Coding Process

Code	Key Text Excerpt	Meaning Unit
D0209	“I extend my congratulations and condolences to the great nation of Iran and to the families of the martyrs...”	Expression of sympathy and honoring of martyrs
D0302	“The act of the female television host... chanting takbir... presenting a symbol of national strength...”	Highlighting symbolic individual actions
D0512	“Their design was that, on this day, the country’s senior officials... would be eliminated, and then they would move toward targeting the leadership.”	Revealing the enemy’s plan to incapacitate the governance structure
D1509	“Support for the high-level policies of the system.”	Declaration of alignment with macro-level decisions
D1003	“He commended the patience, solidarity, and national cohesion of the resilient people of Islamic Iran.”	Acknowledgment of national cohesion
D1807	“Expanding the battlefield to the Persian Gulf would be a major strategic mistake.”	Warning about escalation of conflict to the Persian Gulf
D2709	“They should not become victims of Netanyahu’s animalistic ambitions.”	Personalizing responsibility for the war (Netanyahu)
D4026	“The next day, they sat down to discuss a replacement for the Islamic Republic.”	Claim of external planning for regime change

These examples represent only a portion of the broad range of meaning units extracted during the first stage of analysis. Based on the recurrence, conceptual overlap, and thematic consistency observed across the documents, theoretical saturation was achieved. Subsequently, the extracted meaning units were organized into coherent analytical constructs.

In the next stage of analysis, the meaning units were categorized into 20 basic themes. Following a detailed review and refinement process, these 20 basic themes were then consolidated into 9 organizing themes and ultimately into 4 overarching themes. Collectively, these themes represent multiple layers of leadership sensemaking, human capital management, behavioral coherence, and strategic communication during the crisis. Table 4 presents the overall structure of the thematic framework.

Table 4. Network of Themes Extracted from Documents

Global Theme	Organizing Theme	Basic Theme	Frequency of Semantic Phrases
Leadership Sensemaking	Framing the nature, behavior, and consequences of the opponent's actions	Exposing the nature and inherent characteristics of the adversary	104
		Establishing deterrence equations and imposing costs on the adversary	67
		Framing the adversary's action as a strategic mistake	12
	Redefining victory, defeat, and identity	Redefining the meaning of victory and defeat	21
		Constructing a self-identity of resilience, morality, and triumph	97
		Narrating religion and knowledge as pillars of resilient identity	4
	Managing external legitimacy and accountability	Discrediting international criticisms	1
		Regulating norms of political criticism	7
Human Capital Management in Crisis	Ensuring continuity and succession of human resources	Framing and accepting human loss (martyrdom, casualties)	10
		Maintaining organizational continuity and succession	3
	Symbolic support and care	Honoring martyrs, personnel, and their families	7
		Providing symbolic and psychological support to personnel	1
Behavioral Coherence	Managing calmness and reducing collective anxiety	Demonstrating collective maturity and composure	9
		Normalizing conditions and containing public fear	3
	Behavioral reassurance and strengthening cohesion	Providing behavioral reassurance (decisiveness, control, planning)	40
		Reinforcing national unity and cohesion	77
Communication (Strategic–Psychological)	Perception management and	Constructing narratives of war and diplomacy	66
		Countering the adversary's	23

Global Theme	Organizing Theme	Basic Theme	Frequency of Semantic Phrases
Operations)	psychological operations	psychological warfare	
	Multilevel warning and communicative deterrence	Shaping public perception by announcing costs and penalties	4
		Issuing deterrent warnings and threats	7
Total			563

The integration of basic and organizing themes ultimately led to the formation of the conceptual network of the research. This network demonstrates that crisis management during the twelve-day war was not merely a set of temporary or ad hoc actions; rather, it constituted a system of meaning-making, human capital support, cohesion-building, and communicative practices that mutually reinforced one another.

3.1- Elucidating the Dimensions of the Human Capital Management Model in Severe Crisis Based on Leadership Sensemaking, Strategic Communication, and Behavioral Coherence

Dimension 1: Leadership Sensemaking

The findings indicate that leadership sensemaking, with 313 semantic statements, represents the most significant component in organizing societal perceptions during the twelve-day crisis and played a central role in shaping cognitive resilience. This dimension manifested in three major axes: enemy framing, redefinition of victory and identity, and legitimacy regulation.

In the first axis—framing the nature, behavior, and consequences of the enemy’s actions—with 183 statements (58.47%), leadership attempted to render the crisis understandable and controllable. The principal component within this axis is the exposure of the enemy’s nature and character, comprising 104 statements (33.22%), which portrays the adversary as an actor with a historical record of violence and lawlessness. This representation transforms the threat from an ambiguous and fear-inducing phenomenon into an analyzable pattern. Furthermore, the construction of a deterrence–cost equation, with 67 statements (21.40%), presents Iran’s defensive actions as purposeful and deterrent, thereby strengthening the sense of social security. The theme of the enemy’s strategic miscalculation, represented by 12 statements (3.83%), depicts the attack as a consequence of ignorance and misjudgment, thus reframing the danger as a manageable

situation. Consequently, this axis primarily performs the function of initial sensemaking and reduction of collective anxiety.

The second axis—redefining victory, defeat, and identity—with 122 statements (38.98%), constitutes the motivational and identity-forming dimension of sensemaking. Redefining victory, with 21 statements (6.71%), interprets victory not merely in military terms but as the preservation of national dignity, stability, and the enemy's retreat from its initial objectives. The dominant component of this axis is resilient and ethical identity, comprising 97 statements (30.99%), which portrays the Iranian nation as possessing a morally grounded and triumphant identity, thereby reproducing social cohesion. Additionally, religion and knowledge as a resilient identity, with 4 statements (1.27%), frames the combination of rationality and spirituality as the foundation of societal endurance. Through this process, the paradigm of victory shifts from the battlefield to the domain of ethics and collective identity.

The third axis—legitimacy regulation and external accountability—with 8 statements (2.55%), although numerically limited, plays a complementary role in consolidating the legitimacy of defensive decisions. Within this axis, delegitimizing international criticism (0.31%) highlights the perceived double standards in global norms, while regulating the norms of political criticism (2.23%) emphasizes the boundary between constructive critique and the weakening of national cohesion.

In summary, leadership sensemaking—through enemy framing (58.47%), redefinition of identity and victory (38.98%), and legitimacy regulation (2.55%)—establishes a mechanism for the cognitive management of crisis and the reproduction of hope, trust, and social cohesion within society. Within this mechanism, the crisis is transformed from an existential threat into an opportunity for identity formation and deterrence.

Dimension 2: Communication (Strategic–Psychological Operations)

The dimension of Communication (Strategic–Psychological Operations) with 103 semantic statements (18.30% of the total data), represents the layer through which crisis management moves from the level of action to the level of perception. At this level, the organization engineers the domain of public understanding and global perception through language, narrative, and threat to control public opinion and secure psychological initiative within the crisis environment.

Within this framework, communication is not merely an instrument of information dissemination but a mechanism for shaping perceived reality—a reality in which the crisis is represented as a contest of wills rather than a

fragile or accidental event. This dimension fulfills two fundamental functions: perception management and psychological operations (86.41%), and multi-level warning and communicative deterrence (10.68%).

In the first axis—perception management and psychological operations, which accounts for more than four-fifths of the dimension—the organization attempts to reconstruct the cognitive equation of the crisis in its favor. Two processes unfold simultaneously: narrative construction of war and diplomacy (64.08%) and countering the enemy’s psychological warfare (22.33%).

In the first process, narrative construction becomes the primary arena of symbolic struggle. Here, the enemy’s actions are framed as aggression, strategic miscalculation, or a violation of diplomacy, while the organization’s actions are represented as a legitimate response, defense of peace, and a strategic shift toward the logic of resistance. Through these narratives, the enemy is portrayed as a source of instability, whereas the organization is depicted as a force of rationality and restraint. Even diplomatic initiatives are framed as reinforcing this overarching narrative.

In the second process, the organization directly engages in countering the enemy’s psychological warfare. The aim is to expose the adversary’s media manipulation and neutralize the psychological effects of its threats. Emphasis on the ineffectiveness of enemy propaganda, public awareness, and the exposure of the enemy’s exaggerated narratives functions to restore the psychological resilience of society. At this level, communication assumes a therapeutic role, reconstructing public trust amid psychological aggression. Thus, perception management extends beyond responding to enemy messaging and becomes the design of a communicative cycle that transforms the perception of threat into evidence of the adversary’s weakness.

The second axis—multi-level warning and communicative deterrence, with 11 semantic statements (10.68% of the dimension)—constitutes the complementary layer of this mechanism. Through calculated language of threat and strategic messaging, deterrent signals are conveyed.

Two sub-components operate within this axis. The first is regulating public opinion through the announcement of costs and punishment (3.88%), where warning messages are deliberately directed toward society to foster internal cohesion and strengthen collective resolve. Statements emphasizing loyalty, support for national policies, and disciplined public discourse exemplify messages that situate domestic audiences within a framework of intellectual and behavioral deterrence.

The second component is deterrent warning and threat (6.8%), representing the outward-facing aspect of this dimension. At this level,

communication becomes the language of power. Messages referring to the certainty of punishment and stronger responses in the event of continued hostility are designed not merely to execute threats but to transform them into deterrent shields. In this logic, the threatening tone does not signify uncontrolled anger but rather calculated control—a language aimed at preventing escalation while affirming the will to respond.

Dimension 3: Human Capital Management in Crisis

The dimension of human capital management in crisis, with 21 semantic statements (3.73% of the total data), plays a complementary yet critical role in maintaining organizational functionality and the resilience of human resources under conditions of severe threat. Unlike the first dimension, which primarily performs cognitive and narrative functions, this dimension directly addresses the operational and human layer of crisis management.

It manifests through two main axes: ensuring continuity and succession of human resources and symbolic support and care.

The first axis—ensuring continuity and succession of human resources, with 13 semantic statements (61.9% of the dimension)—constitutes the central mechanism of this construct. The most prominent element within this axis is the acceptance and meaning-making of human cost, with 10 statements (47.6%). In this representation, casualties and martyrdom are interpreted not as disruptions or ruptures but as integral components of the path of resistance and the natural consequence of national steadfastness. Losses, therefore, do not generate organizational disintegration; instead, they reinforce the continuity of purpose and motivational meaning.

Alongside this, maintaining organizational continuity and succession, with 3 statements (14.3%), highlights mechanisms through which the loss of commanders or key personnel is immediately compensated by prepared successors. Emphasis on uninterrupted duties and the rapid replacement of commanders within twenty-four hours demonstrates that continuity of performance is the central message of this axis. This dual mechanism transforms perceptions of disruption into continuity and damage into rapid reconfiguration, presenting the crisis structure as controllable.

The second axis—symbolic support and care, with 8 statements (38.1% of the dimension)—constitutes the emotional and communicative layer of human capital management. The largest share in this axis belongs to honoring martyrs, personnel, and their families, with 7 statements (33.3%). Expressions of empathy, respect, and recognition of the dignity of families

and personnel serve as mechanisms for preserving motivation, meaning, and emotional connection between human resources and leadership structures.

Symbolic and psychological care for personnel, with 1 statement (4.8%), although numerically limited, reflects attention to symbolic gestures that sustain morale—such as highlighting small yet inspiring actions that reinforce collective capability and self-confidence. Overall, this axis seeks to prevent psychological erosion and maintain the emotional–organizational network of crisis resilience.

In summary, although human capital management in crisis constitutes only 3.73% of the total data, its role in sustaining the crisis structure is critical. On one hand, it guarantees operational continuity and rapid succession, and on the other hand, through recognition, symbolic attention, and psychological support, it reproduces the bond between personnel and organization. Consequently, human capital management not only prevents the collapse of human structures under threat but also transforms them into a source of endurance, resilience, and strategic continuity.

Dimension 4: Behavioral Coherence

The dimension of Behavioral Coherence, with 83 semantic statements (14.74% of the total data), represents one of the most significant constructs for reproducing social stability and calmness within the crisis environment. Unlike the previous dimension, which focuses on the operational human layer, this dimension functions at the level of collective behavior and public perception.

Behavioral Coherence attempts to manage the crisis through the display of calmness, control, and unified behavior. In other words, it is the layer through which the organization simultaneously contains social anxiety and transforms its conduct into a source of reassurance and solidarity.

This dimension manifests in two key axes: managing calmness and reducing collective anxiety, and behavioral reassurance and strengthening cohesion.

The first axis—managing calmness and reducing collective anxiety, with 12 statements (14.46% of the dimension)—plays an essential role in regulating the psychological state of society. The most prominent component is the display of collective maturity and calmness, with 9 statements (10.84%), where the organization demonstrates restraint, measured responses, and the avoidance of impulsive reactions. This calmness is represented not merely as temperament but as an indicator of organizational mastery over the situation. Organizational composure thus becomes an implicit signal of crisis management capability.

Additionally, normalizing conditions and containing collective fear, with 3 statements (3.62%), refers to the process through which the crisis is described within manageable trajectories. Through this approach, the crisis is reframed from a disruptive threat into an event situated within the sphere of control. This normalization breaks the cycle of anxiety and gradually shifts the environment toward psychological stability.

The second axis—behavioral reassurance and strengthening cohesion, with 71 statements (85.54% of the dimension)—constitutes the structural core of this dimension. The most significant component is behavioral reassurance, with 40 statements (48.19%), which is grounded in the display of decisiveness, control, and preparedness. In these narratives, organizational behavior itself—rather than mere statements—becomes the source of reassurance.

Repeated emphasis on initiative, prior planning, and decisive responses conveys that the organization is not acting reactively but is implementing a pre-designed strategy. Simultaneously, strengthening national unity and cohesion, with 31 statements (37.35%), demonstrates that the organization assumes a role as a social integrator during a crisis.

This cohesion extends beyond symbolic calls for solidarity and manifests behaviorally through coordination of forces, disciplined action, and visible alignment among organizational components. In this perspective, organizational behavior possesses not only operational significance but also social and trust-building functions.

In summary, although Behavioral Coherence constitutes 14.74% of the total data, its function within the model exceeds its quantitative share. This dimension manages the crisis through behavior: behavior that reproduces calmness, contains anxiety, stabilizes trust, and reinforces social unity. Within the broader logic of the model, Behavioral Coherence functions as a psychological–social shield that both prevents the spread of instability and generates the trust necessary for subsequent stages of crisis management.

Integrated Model Interpretation

The four extracted dimensions form a coherent chain of crisis management. This chain begins with leadership sensemaking, where the crisis is cognitively framed, and collective identity is reinterpreted. This cognitive foundation is subsequently translated into strategic communication, which stabilizes the field of public understanding through narrative construction and perception management. The resulting perceptual orientation is then operationalized at the organizational level through human capital management, ensuring continuity of performance, succession, and symbolic

support. Finally, this continuum culminates at the societal level in Behavioral Coherence, where calming processes, reassurance, and the demonstration of unity stabilize collective behavior.

The overall logic of the model follows a unidirectional causal pathway, whose outcome is the continuity of vital organizational and societal functions under conditions of severe crisis.

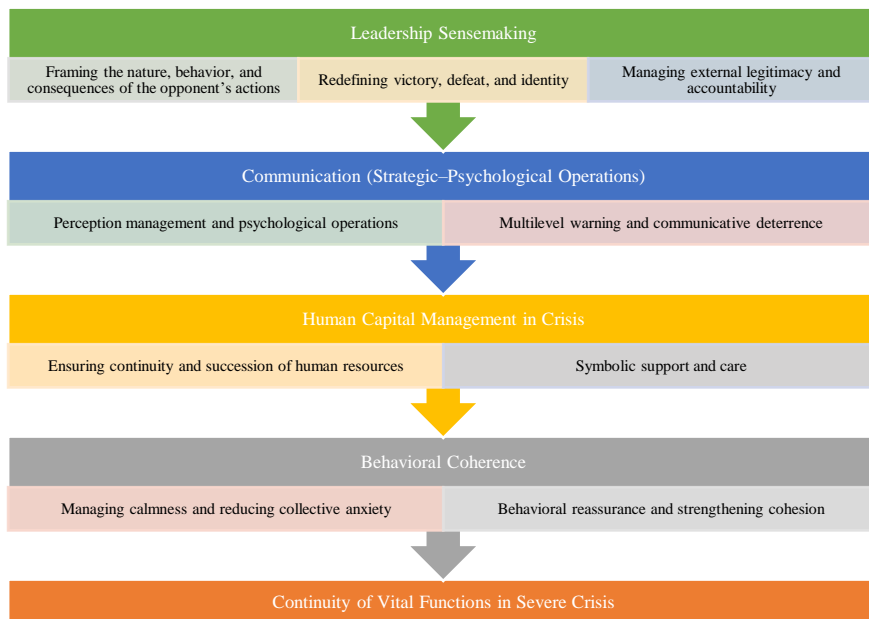


Figure 1. Final Model of Human Capital Management Model in Severe Crisis

4. Discussion & Conclusion

This study was conducted with the aim of designing a model for human capital management in the Islamic Republic of Iran during severe crises, with particular emphasis on leadership sensemaking and Behavioral Coherence. Using thematic analysis and reviewing 40 official documents related to key actors involved in the twelve-day war crisis, a rich and credible body of qualitative data was collected. Through a systematic coding process, 563 semantic statements were extracted and ultimately structured into a hierarchical model comprising basic themes, organizing themes, and four overarching dimensions.

The findings reveal that Iran’s model of human capital management in severe crisis is a dynamic, multi-level, and causally structured system. Contrary to reductionist approaches to crisis-stage HRM, the model is fundamentally

grounded in leadership sensemaking. Frequency analysis demonstrated that leadership sensemaking (55.6%) plays the pivotal, overarching role; it rests upon a layer of Communication (Strategic–Psychological Operations) (18.30%), is activated through human capital management in crisis (3.73%), and ultimately materializes at the societal level through Behavioral Coherence (14.74%). This architecture shows that these dimensions do not operate in parallel but rather within a causal–interpretive–behavioral chain, which constitutes the central innovation of this study.

The extracted model maintains a strong relationship with the theoretical literature while simultaneously extending and operationalizing it. At the national level, previous research, such as Abdollahi (2020) and Safari (2022), has highlighted the role of communication, human resource management, and social cohesion in crisis conditions. The present findings not only confirm this multi-dimensionality but also move beyond it by clarifying the causal logic among the dimensions. Unlike many domestic studies that examine these dimensions independently or horizontally, our results show that leadership sensemaking is the activating layer: leadership’s cognitive–identity framing enables communicative coherence; strategic communication provides the foundation for HRM implementation; and HRM, in turn, paves the way for Behavioral Coherence.

At the international level as well, the findings align with prominent models while extending them. The crisis management literature emphasizes that strategic, operational, and functional layers are effective only when guided by a central sensemaking core. Our findings demonstrate that leadership sensemaking is precisely this central guiding layer. Moreover, crisis leadership scholarship highlights the role of collective meaning-making and the creation of cognitive coherence under conditions of instability (Gigliotti & Alvarez-Robinson, 2025; Jing & Yang, 2025; Liu-Lastres et al., 2023). Likewise, research by Gleibs (2025) and Hollands et al. (2024) shows that constructing we-ness is a prerequisite for leadership effectiveness. The present findings both confirm and extend these theoretical patterns, showing that leadership sensemaking is not a parallel dimension but the mother layer of the model.

In the field of crisis communication, the link between the findings and the existing literature is also evident. Contemporary research stresses the importance of narrative construction, framing, and perceptual operations in shaping public understanding (Stranzl et al., 2024; Adamu et al., 2024; Zeng & Odufuwa, 2025). Similarly, Minbaeva and Navrbjerg (2023) conceptualize communication as the meta-structure of HRM—a necessary condition for Behavioral Coherence. The findings of this study indicate that these communicative mechanisms attain strategic functionality only when

embedded within the leadership sensemaking framework, operating as the middle layer of a causal chain.

Within the HRM-in-crisis literature, studies such as Adikaram et al. (2021), Stuart et al. (2021), Edvardsson and Durst (2021), Nguyen et al. (2024), and Ben-Hador and Yitshaki (2025) emphasize the necessity of support packages, psychological resilience, succession planning, and human networks. Yet, most of these studies conceptualize HRM as a relatively independent system. Our findings show that HRM becomes effective only when located within the sequential chain of sensemaking → communication → HRM → Behavioral Coherence, and not when treated in isolation.

Finally, the literature on collective behavior and cohesion supports the conclusions of this research. Studies by Li et al. (2025) and Deepa et al. (2025) demonstrate that social cohesion is sustainable only when alignment among meaning, narrative, and action is established. The present findings confirm this proposition and provide a clear causal framework for understanding it.

In sum, human capital management in severe crisis is not a scattered set of operational actions; rather, it is an integrated, multi-level system that begins with leadership sensemaking, is consolidated through strategic communication, becomes operationalized via HRM, and ultimately culminates in Behavioral Coherence at the societal level. Contrary to purely technical approaches to HRM, the results illustrate that the sustainability of human capital in crisis requires narrative–semantic guidance and the strengthening of communicative mechanisms. The model demonstrates that Behavioral Coherence is the final output of a semantic–communicative–organizational process, and cannot emerge or endure without leadership sensemaking. Accordingly, the proposed model can serve as a basis for policy-making, designing HRM protocols for crisis conditions, and developing cohesion-building mechanisms under severe threats—providing a coherent linkage between meaning (leadership), narrative (communication), action (HRM), and behavior (cohesion).

References

1. Adamu, A. A., Raza, S. H., & Mohamad, B. (2024). Organizational resilience: Unveiling the role of strategic internal crisis management on employee sensemaking and sensegiving. *International Journal of Productivity and Performance Management*, 73(7), 2068–2091. <https://doi.org/10.1108/IJPPM-05-2023-0239>
2. Adikaram, A. S., Naotunna, N. P. G. S. I., & Priyankara, H. P. R. (2021). Battling COVID-19 with human resource management bundling. *Employee Relations: The International Journal*, 43(6), 1269–1289. <https://doi.org/10.1108/ER-08-2020-0390>

3. Ben-Hador, B., & Yitshaki, R. (2025). Organizational resilience in turbulent times—Social capital as a mechanism for successfully adapting human resources practices that lead to resilience. *The International Journal of Human Resource Management*, 36(9), 1621–1652. <https://doi.org/10.1080/09585192.2025.2470306>
4. Boyatzis, R. E. (1998). *Transforming qualitative information: Thematic analysis and code development*. Sage.
5. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.
6. Collings, D. G., Nyberg, A. J., Wright, P. M., & McMackin, J. (2021). Leading through paradox in a COVID-19 world: Human resources comes of age. *Human Resource Management Journal*, 31(4), 819–833. <https://doi.org/10.1111/1748-8583.12343>
7. Crayenstein, S., Hamman-Fisher, D. A., Mahembe, B., & Aderibigbe, J. K. (2025). Organisational support and employee commitment on turnover in a high risk occupation. *South African Journal of Business Management*, 56(1), Article a4753. <https://doi.org/10.4102/sajbm.v56i1.4753>
8. Deepa, R., Jaiswal, A., & Shagirbasha, S. (2025). Sense-making the aftermath of crises: The emergence of adaptive and transformative resilience amid conflicting institutional logics. *Journal of Organizational Change Management*, 38(2), 393–413. <https://doi.org/10.1108/JOCM-05-2024-0276>
9. Ebrahimi Ghavam, S. (2026). Reflective writing as a tool for psychological processing and critical learning in the face of human crises: A case study of the 12 day Iran–Israel war. *Journal of Counseling and Psychotherapy Culture*, 17(65), 119–142. <https://doi.org/10.22054/qccpc.2025.87867.3508>. [Persian]
10. Edvardsson, I. R., & Durst, S. (2021). Human resource management in crisis situations: A systematic literature review. *Sustainability*, 13(22), 12406. <https://doi.org/10.3390/su132212406>
11. Gigliotti, R. A., & Alvarez Robinson, S. (2025). The role of leadership communication in building crisis readiness and resilient leadership in times of disruption: An exploratory study. *Behavioral Sciences*, 15(9), 1260. <https://doi.org/10.3390/bs15091260>
12. Gleibs, I. H. (2025). A social identity approach to crisis leadership. *British Journal of Social Psychology*, 64, e12805. <https://doi.org/10.1111/bjso.12805>
13. Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 31(4), 100824. <https://doi.org/10.1016/j.hrmr.2021.100824>
14. Hollands, L., Haensse, L., & Lin-Hi, N. (2024). The how and why of organizational resilience: A mixed-methods study on facilitators and consequences of organizational resilience throughout a crisis. *The Journal of Applied Behavioral Science*, 60(3), 449–493. <https://doi.org/10.1177/00218863231165785>
15. Jing, H., & Yang, R. (2025). Crisis leadership, organizational sensemaking, and organizational resilience: The moderating effect of environmental turbulence. *SAGE Open*, 15(4), 1–12. <https://doi.org/10.1177/21582440251389335>

16. Kordnani, A. (2025). Designing a model of strategic resilience: The case of the Islamic Republic of Iran in the 12 day war. *Journal of Religion, Management & Governance*, 4(1), 179–200. <https://doi.org/10.30887/RMG.2025.240917.1040>
17. Kreamer, L. M., McBride, A. G., Gooty, J., Stock, G. B., Banks, G. C., & Tonidandel, S. (2025). Crisis leadership behaviors: A redirecting review. *Journal of Leadership & Organizational Studies*, 32(4), 400–428. <https://doi.org/10.1177/15480518251343118>
18. Li, N., Zheng, X., Ni, D., Kirkman, B. L., Zhang, M., Xu, M., & Liu, C. (2025). Leadership in a crisis: A social network perspective on leader brokerage strategy, intra-organizational communication patterns, and business recovery. *Journal of Management*, 51(5), 2041–2073. <https://doi.org/10.1177/01492063241237227>
19. Liu-Lastres, B., Wen, H., & Okumus, F. (2023). Examining employees' affective and behavioral responses to internal crisis communication in times of COVID-19. *International Journal of Hospitality Management*, 111, 103494. <https://doi.org/10.1016/j.ijhm.2023.103494>
20. Minbaeva, D. B., & Navrbjerg, S. E. (2023). Strategic human resource management in the context of environmental crises: A COVID-19 test. *Human Resource Management*, 62(6), 811–832. <https://doi.org/10.1002/hrm.22162>
21. Nguyen, M., Malik, A., Sharma, P., Kingshott, R., & Gugnani, R. (2024). High involvement work system and organizational and employee resilience: Impact of digitalisation in crisis situations. *Technological Forecasting and Social Change*, 205, 123510. <https://doi.org/10.1016/j.techfore.2024.123510>
22. Parhizgar, M. M., & Rahmani, N. (2013). Identifying and prioritizing effective human resource management actions in crisis conditions using a hybrid ANP and DEMATEL approach. *Organizational Resources Management Research*, 11(3), 1–22. <https://www.noormags.ir/view/fa/articlepage/1096041> [Persian]
23. Resalat, M. A., & Erfani, S. T. (2026). The battle of narratives in the Middle East: Examining the role of media in the 12 day Iran–Israel war. *Ghalib Journal*, 14(4), 105–135. <https://doi.org/10.58342/ghalibj.V.14I4.5> [Persian]
24. Stranzl, J., Ruppel, C., & Einwiller, S. (2024). Staying emotionally connected while being physically apart: Exploring what teleworkers need to stay committed and how internal communication can contribute. *Journal of Communication Management*, 28(2), 272–290. <https://doi.org/10.1108/JCOM-02-2023-0023>
25. Stuart, M., Spencer, D. A., McLachlan, C. J., & Forde, C. (2021). COVID-19 and the uncertain future of HRM: Furlough, job retention and reform. *Human Resource Management Journal*, 31(4), 904–917. <https://doi.org/10.1111/1748-8583.12395>
26. Taylor, L. J., Boman, C. D., & Lemon, L. L. (2025). Exploring post crisis sensemaking among public relations professionals in higher education. *Journal of Contingencies and Crisis Management*, 33, e70028. <https://doi.org/10.1111/1468-5973.70028>
27. Zeng, C., & Odufuwa, F. (2025). Exploring the role of internal communication in facilitating employee ethical and unethical endorsements in an organisational crisis. *Journal of Contingencies and Crisis Management*, 33, e70099. <https://doi.org/10.1111/1468-5973.70099>