Leadership styles for Covid-19 management in organisations

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Abstract

The current Covid-19 pandemic has presented unprecedented challenges of global level. Leaders of organisations and nations need to quickly decide and implement ameliorative measures to prevent further increase in the pandemic and return to normalcy as fast as possible. These leaders may need to adopt particular styles for effective decision making and implementation. This paper reviews the leadership styles adopted by organisational and political leaders in addressing the challenges presented by Covid-19 pandemic. A search of the first five pages of Google Scholar yielded 31 papers for the review. These papers had been described and discussed. Notably, the most accepted transformational style for organisational performance, found only two papers dealing with it in the pandemic situation. It may only mean that the researchers did not consider these styles in their works, rather than being unsuitable to the situation. There were approximately as many leadership styles as there were papers. More papers dealt with context-based adaptive styles by different national leaders and the leadership characteristics required to deal with such crisis situations. How China managed to return to normalcy in Wuhan was dealt by two papers. One paper compared three leaders of three different styles and how they achieve effectiveness. Specific bad example of Brazilian president and authoritative structure of Turkish presidentship were also dealt by two papers from those countries. The review leads to the conclusion that context-specific changing styles need to be adopted by organisational and national leaders to achieve best results in this pandemic situation.

Keywords: Leadership style, pandemic, Covid-19, review

Introduction

The year 2020 can be regarded as the Corona Year. The pandemic has impacted people in all countries in all walks of life. Many countries are in the serious grip of the disease. Leaders of public and private organisations face new challenges of conducting their business due to the pandemic. Some countries and organisations have been successful in adapting to the critical situation thrown up by Covid-19 pandemic. Others have not been so successful. There are many reasons for these differences. One of them is the leadership style used by the leaders of countries and organisations to carry the organisation forward by adapting to the challenges of the pandemic. This review article examines some of the leadership styles used by organisational leaders and political leaders of countries, considering country as a large public organisation.

Methodology

A search of the first five pages of Google Scholar using the phrase 'leadership styles for Covid-19 management in organisations' yielded 31 papers for use in this review. Only English language papers were included. Full texts and abstracts (if they contained the relevant information) were included. Since Covid-19 has started in 2020, all papers related to the topic were published in 2020 only. Therefore, there was no need to consider time frame of collecting the papers. The selected papers are described in the Results section below.

Results

In the current highly competitive business scenario, many organisations face rapid changes during the current pandemic Covid-19 and they are forced to adopt innovative work behaviour (IWB). The effects of transformational leadership and organisational climate on work performance reflected in IWB in Indonesian automotive industry during the pandemic was measured by Suprapti, Asbari, Cahyono, and Mufid (2020) using a survey. The results showed positive effects of both transformational leadership and organisational climate on work performance. Both direct effect and effect through IWB were noted. Although the title says the public health centre and abstract provides a confusing statement on the sampling, the full text gives only survey of employees from automotive industry as the type of organisation studied. In a comparison of transformational and transactional leadership styles on the job performance and satisfaction of an Islamic university lecturers in Indonesia during the current Covid-19 pandemic, Azizaha, et al. (2020) observed that only transformational leadership had positive effect on job satisfaction and performance of these lecturers. Interestingly, this paper has been published in a Pharmacy journal, although the work is related to Islamic university lecturers. In a similar paper, with the same limitations, Supriadi, et al. (2020) noted that both transactional and transformational leadership had positive effect on innovation capability of Islamic university teachers. In such types of papers, merely saying a leadership style increased innovation capability in Covid-19 situation is inadequate. Whether there was any difference in innovative capabilities used by teachers before and during the pandemic and what differences were obtained in terms of student outcomes, are important. Information on these aspects are absent in these two and a few other papers published by this group of authors from Indonesia.

Hospitality firms need to facilitate employee compliance with COVID-19 safety measures to ensure safe operation. Deep compliance with Covid-safety rules consist of four elements: heightened risk and health awareness, perceived utility value, behavioural adaptation, and integration. To investigate on this, a case-study approach using multi-level interview data and archival data was used by Hu, Yan, Casey, and Wu (2020) in a small-medium sized restaurant in China. The results showed that employees' deep compliance of employees with safety procedures undergoes four stages psychological processes. This process is supported by both management safety practices and organizational crisis strategies. With increasing number of hospitality firms start exiting lockdown and try to localise operations, organizations in hospitality sector should protect the health and safety of their employees and of the broader community.

Healthcare workers are at the forefront of pressures due to pandemics resulting from a persistent threat to their safety and wellbeing. The study by Zhao, Ahmed, and Faraz (2020) aimed at finding influence of inclusive leadership style on reducing unwanted adverse outcomes to health workers due to COVID-19 pandemic. Especially, the effect of this leadership style in reducing psychological distress and the mediating role of psychological safety were evaluated. The survey was done in three temporal stages on 451 on-duty registered nurses from 5 hospitals involved in patient care during the highly infectious phase of COVID-19 in January 2020 in Wuhan city, the epicentre of the outbreak in China. PLS-SEM was used in which the effects of age, gender, experience, working hours and education were controlled. Psychological distress was reduced due to inclusive leadership, mediated by psychological safety, explaining 28.6% variations of the relationship. No difference was observed due to the controlled variables.

Five best leadership practices identified by Kouzes and Posner (2012) were-

1) Model the Way by clarifying values and setting the example through: finding own voice, affirming and personifying shared values, and reflection on action.
2) Inspire a Shared Vision by envisioning the future through: imagining the possibilities, finding a common purpose, and enlisting others by appealing to common ideals and animating the vision.
3) Challenge the Process by searching for opportunities and taking risk through: seizing initiatives, exercising outsight, generating small wins, and learning from experience.
4) Enable Others to Act by fostering collaboration and strengthening others through: creating a climate of trust, facilitating relationships, enhancing self-determination, and developing competence and confidence.
5) Encourage the Heart by recognizing contributions and celebrating values and victories through: expecting the best, personalizing recognition, creating a spirit of community, and being personally involved.

In the early spring of 2020, in USA alone, 561 organisations (5 retail) filed for bankruptcy, as they the lacked leadership capable of dealing with a crisis of such a magnitude, complexity and expected to last long. Organisations are undergoing the dual struggle of meeting the basic customer requirements and the wellbeing of their employees. Such pandemic might impact employee performance, turnover, discrimination, hostility and their physical health and psychological health including workload, work-life balance and work environment. Organisational leaders are faced with challenges of unreliable information, situational novelty, unclear and shifting goals, and ill-structured situations. Improper understanding and actions can lead to unjustifiable employee lay-offs. Employee responses to crises are individual-centred and vary among different employees of an organisation. When there is a crisis, Leaders try their best to reopen, recover the business, and begin crisis management operations. These efforts may place employees on traumatic experiences, if they do not learn how to deal with complexity, to adapt to the new reality of work. To help them, such employees need emotional and interpersonal support at various levels and encouragement by praising even small achievements. Four types of competencies are required for leadership to handle crisis situations effectively. They are: acknowledging fear, providing roles and purpose, focusing on learning and focusing on the energy and emotion of those involved. Four more competencies required when dealing with employees are: providing flexibility, accounting for emotions, staying engaged, and listening to their opinions. Many examples of leaders expressing such competencies in organisations and governments in response to the current Covid-19 crisis exist. Communications of sharing feelings, empathy, sanity and clarity of purpose have been shown by leaders of some countries. The role of HRD in organisations is to support the leadership in dealing with the crisis effectively. The five original leadership competencies in normal times transform into sensemaker, technology enabler, emotional stability and employee wellbeing, innovative communication, maintaining financial health of the organisation. Treating the employees, communication, distributing leadership and promotion of organisational resilience are some important points arsing from the forgoing discussions (Dirani, et al., 2020).

The results of a survey from Germany (Bartsch, Weber, Büttgen, & Huber, 2020) showed that task- and relation-oriented leadership behaviour was more effective to maintain service employees' work performance in a virtual environment necessitated by the Corona crisis. Service

employees' individual job autonomy and team cohesiveness mediated this relationship. However, work-related tension did not impact employees' work performance.

In the study of Obrenovic, et al. (2020), it was observed that enterprises having distributed leadership, workforce and adaptive culture sustained business operations during the pandemic. Enterprise effectiveness and sustainability model was tested in this work. Strangely, unlike many other works endorsing transformational or transactional leadership, this work supported distributed leadership. A trace of the benefits of this style is also found in the work of Dirani, et al. (2020), discussed in detail earlier.

There is high pressure on pharmacists around the world to find the best solution (vaccine) for Covid-19 pandemic within the shortest possible time. Although the deadly outcome to themselves is not unknown, pharmacists are working day and night with this lethal virus leading to tremendous work stress. In this situation, leadership plays an important role to keep these employees highly motivated with job satisfaction by reducing job stress. Survey results from pharma companies in Malaysia showed that authentic leadership through Internalized Moral Perspective and relational transparency played the most important role in lessening job stress during this pandemic period (Sultana, Tarofder, Darun, Haque, & Sharief, 2020).

In a conceptual paper, Cherneski (2020) presented the feminist poststructuralist view on leadership in effective handling of Corona crisis. The discourse on Covid-19 in news and posts in social media present a potential shift in hegemonic representations of masculine leadership. Considering organisational rules and sense-making theories, Canadian and international female leaders can be shown to display resilience, emotion and vulnerability in leading their countries through this period of uncertainty. There are enough indications of challenging the rules of the game and feminine frameworks questioning traditional gender roles to disrupt concepts of business as usual.

There is high requirement of effective leaders as the most important resources for organizations in periods of normalcy a well as crisis. There are criticisms on national, state, local, corporate, and policy leadership handling COVID-19 in various countries. These challenges come up when there is a historically rare need for allocation of sufficient resources to crisis and disaster preparedness. The leadership effectiveness in these scenarios is possible through the use of shock leadership style, which involves advanced, comprehensive and preparedness-based model of leadership development (Shufutinsky, DePorres, Long, & Sibel, 2020).

According to the suggestions of applied psychology in leadership research, women are better leaders than men during uncertain times. This contention was tested by Sergent and Stajkovic (2020) in the context of the current coronavirus disease. The authors examined whether states with women governors had fewer deaths than states with men governors and if so, why. The publicly available data on COVID-19 deaths in the United States till May 5 2020 were analysed. Indeed, there were fewer deaths in states with women governors compared to states with men governors. The gender of the governor interacted with early stay-at-home orders as the states with women governors issued these orders early. Women governors expressed more empathy and confidence in their briefings, when compared to men.

The survey results of Wolor, Solikhah, Fidhyallah, and Lestari (2020) showed that e-training, e-leadership and work-life balance on work motivation and job performance of millennial generation employees at one of Honda motorcycle dealers in Jakarta, Indonesia.

In a discussion paper, Kalina (2020) explained in detail on how to be an effective, resilient, and inclusive leader in unprecedented times during Black Swan events (rare, unexpected, and unpredictable events with serious consequences) like the current Covid-19 pandemic. An effective leader will express various characteristics and even styles of leadership according to the rapidly changing situations of the Black Swan events. The paper did not provide specific examples of such leaders from any country to illustrate the arguments.

A policy analysis by Mei (2020) revealed that authoritarian leadership style with a traditional policy mix helped China to return to near normalcy within three months of first report of Covid-19 in Wuhan city. Once the disease has been eased out, some flexibility in leadership style was noted, but not overdoing it to ensure the situation does not go out of hand again.

Although the coronavirus is a universal problem, the responses of world leaders have been highly varied. These variations accounted for significantly different outcomes of virus mitigation, population health and economic stability. This is because of the varied approaches of the leaders in making sense of the crisis. The varied sensemaking contributed to varied approaches in decision making and communication. Crayne and Medeiros (2020) tried to explain this phenomenon using the charismatic, ideological, pragmatic (CIP) leadership model, which is a sensemaking-focused leadership theory. Manifestations of specific, relatively stable sensemaking approaches and the roles of these leadership styles have been discussed. The three leadership examples are: Justin Trudeau, Prime Minister of Canada, as an example of charismatic leader; Jair Bolsonaro, President of Brazil as an example of ideological leader and Angela Merkel, Chancellor of Germany as an example of pragmatic leader.

The US academic leaders (in other countries also) responded to Covid-19 threat by moving their educational and associated activities online with a sense of urgency. The decision to go online was very fast, especially in institutions where a shared leadership model operates. This leadership style provides a greater degree of agility, innovation, and collaboration. Fernandez and Shaw (2020) highlighted on three best leadership practices for traversing the unpredictable and adaptive challenges posed by the pandemic. First, a type of servant leadership was used, in which, empowerment, involvement and collaboration. Academic leaders with emotional intelligence and emotional stability placed their interests below those of others. Second, academic leaders distributed leadership responsibilities to a network of teams pervading the entire organization to improve the quality of the decisions made in the crisis resolution. Third, leaders communicated clearly and frequently to all stakeholders using many different communication channels. All these developments lead to the concept of the flexible allostatic leadership style with the adaptive capacity to learn and evolve in crisis, to emerge better able to address future crises, is described.

In a conceptual article, Stefan and Nazarov (2020) evaluated the impact of the COVID-19 pandemic on posing challenges and opportunities for leadership. Leaders need to apply measures to demonstrate a positive attitude of protection and care towards their employees, to adapt to new work schedules and to build effective team relationships despite experiencing various types of challenges. During this period of crisis, the most suitable leadership style matching the situation, the subordinate, and the requirements of the job. He should be able to take concrete measures to harmonize them with the tasks as and when required. Simultaneously, the leader must train and inspire by his example and set challenging goals for all subordinates aimed at improvement, performance excellence and exhibit trust on the capabilities of subordinates to work with high-quality standards.

It is possible to use attachment theory to evaluate how leaders maintain attachment security in their relationships with followers during crisis like the current corona pandemic. The pandemic has changed the typical ways by which leaders promote secure relationships with their followers. In this respect, Lewin's action research paradigm was used by Hinojosa, Shaine, and McCauley (2020) to integrate research on attachment theory with research on Covid-19. Knowledge on how attachment security of followers with leaders in relationships is affected in the context of crises and traumatic events, is essential to promote positive relations with followers during such times as physical proximity is not permitted.

Secondary data from literature and interviews were used by Poongothai and NoorulSafna (2020) to study the resonant and dissonant leadership styles used by selected Sri Lankan public and private sector managers organizations during the COVID-19 pandemic situation, the impact of applying these styles and their implications. Resonant leadership style was found to dominate in the public sector organizations. In private organisations, the dissonant leadership style was dominant during the COVID-19 pandemic in the country. Emotional intelligence also played an important role as the problem is life-threatening. For successful survival, the leaders in Sri Lankan organisations should adopt a hybrid leadership style consisting of high resonant and low dissonant styles. Details of the results have not been presented in the paper. Hence, it is not possible to see the data, based on which these conclusions and recommendations were derived.

The need for understanding and responding leadership to healthcare professionals working in Covid-19 patient care, was discussed and highlighted by Shanafelt, Ripp, and Trockel (2020). The need for global leadership to be responsive, responsible, collaborative and tension-avoiding in dealing with the global threat of Covid-19 pandemic was stressed by Sebastian, Reiche, Mendenhall, Szkudlarek, and Osland (2020).

To study the effects of leadership styles on psychological distress among frontline health workers (nurses) of Wuhan during traumatic events, Ahmed, Zhao, and Faraz (2020) used the social exchange theory and found correlations between inclusive leadership, psychological distress, work engagement, and self-sacrifice. The survey results showed negative relationship for inclusive leadership with psychological distress. This relationship was mediated by work engagement and was moderated by self-sacrificial behaviour of nurses.

The different types of national leadership styles leading different ways of responding to the Corona pandemic resulting in varied positive or negative outcomes, were discussed by Capano, Howlett, Jarvis, Ramesh, and Goyal (2020). Examples of countries, which were efficient and inefficient in responding to the Corona crisis, leading to the current situation, have been provided.

Covid-19 pandemic has caused increased demand and shift to greater use of information technology. Many tasks in various sectors have gone online. This provides an opportunity for e-leadership, as a new style of leadership. Qualitative studies on educational institutions and SMEs in Indonesia by Mustajab, et al. (2020) showed that many organizations were not prepared enough to face this sudden pressure. In such a situation, e-leadership was suggested as a very effective leadership style for such organizations to maintain their performance. The e-leaders will become competent through social learning on overcoming the challenges of the pandemic to their organisations.

According to a McKinsey report (Sneader & . Sternfels, 2020), five qualities will be critical for business leaders should possess to achieve new normal enforced by the current Corona

pandemic. The five required leadership qualities are: resolve, resilience, return, reimagination, and reform. Companies need to find new ways of working, new ways of achieving revenue growth and performance during the crisis. Thus, the threat of Corona pandemic needs to be converted into an opportunity to set new normal. Companies are engaged in rapid recovery to regaining sale revenues through innovative and adaptive business models (vehicle manufacturers shifted to Covid-19 protection equipment), rebuilding operations, rethinking of the organisation and rapid adoption of digital technologies. Small, agile teams were hurriedly built by many firms to examine what should be done in the face of the COVID-19 emergency and these teams made important decisions quicker and better.

According to Ortega and Orsini (2020) a number of factors contributed to multiple failures in controlling the rapidly increasing daily infection and death rates due to Covid-19 pandemic in the case of Brazil. The political scenario of the country consists of a polarised opposition between the federal government and against President Bolsonaro personally and the state and municipal governments. Most state and municipal governments imposed social distancing along with other public health measures to control the spread of the virus. However, Bolsonaro strongly opposed these measures. He consistently declared that COVID-19 is only a 'little flu' or 'sniffle' thus dismissing the serious consequences being faced. His responses to the pandemic consisted of a strong mixture of populist mistrust of science and a belief that the sheer body strength of Brazilians can ward off the virus without any need for protective and preventive practices. He displayed himself as an example of body strength which withstands the virus attack. However, following a visit to the US embassy, he was tested positive, but claimed to have been cured by use of hydroxychloroquine and wanted other to follow his example. The single most important identifiable factor responsible for the calamity striking Brazil was, the lack of government itself personified in the form of an erratic, desperate but authoritarian leadership President Bolsonaro. He is a deeply insecure leader who rose to power in the scenario of widespread political corruption. He has utter disregard towards public health as revealed by his repeated efforts to nullify any public health directives issued at the state and municipal levels and by global health leaders like WHO.

Scientists alone cannot defeat Covid-19. The citizens need to be convinced about the required precautions and effectively persuaded to follow scientific advice so that the vulnerable section of population can be protected and the spread of virus can be stopped. This requires effective political leadership, who can coordinate all efforts even if some private interests are nurtured in the process, for a much larger public good. Some leadership styles may be more effective than others in this respect. According to Antonakis (2020) charismatic leadership style will be very effective in this respect.

In the case of Turkish response to Covid-19 pandemic, Bakir (2020) noted that presidentialisation of executive, and presidential bureaucracy under the current presidential system of government is advantageous to introduce and implement policies without delay or dilution down the line. However, there is an element of imposition of exclusive policies. The risks of policy design and failure in implementation are high if the problems are incorrectly identified and complementary policies are not implemented well.

Two examples of some exceptional leadership in handling crisis situations of Covid-19 pandemic were discussed by Turrini, Cristofoli, and Valotti (2020). The first of these was the efficient coordination of Ospedale COVID Fiera Covid-19 hospital requirements by Guido Bertolaso, personal advisor to the Governor of Lombardy. The second was related to the successful efforts

of New York Mayor, De Blasio, to establish and start treating the patients at the Javits Center Field Hospital within 15 days of recognition of its need. Local governors took leadership initiatives in both cases. The leadership style was different. The Lombardy governor assumed clear political responsibility. Even when the promised supply of ventilators failed, he directly contacted suppliers in the international markets and foreign governments to source the ventilators. The choice of Bertolaso, the former Head of the Civil Protection as a personal advisor, may be an attempt to highlight the conflict between national and state governments and the separation of the province from the National Government. Bertolaso, used entrepreneurial leadership to mobilise and multiply the resources very efficiently using his international networks. In the case of Javits centre, the governor and the mayor joined together and spoke in one voice. Appeal and response for federal help was quick and timely. They highlighted on the urgency by their expressions of catastrophic scenarios for which, a traditional political leadership style was adopted successfully. Here there was no conflict between local and federal levels, as it was avoided. There was clear role differentiation at various levels and that was used for decision making. Trump administration provided support without any delay or hesitation. In Javits case, there was no involvement of private agencies, which is untypical of USA. However, non-inclusion in the process of other actors beyond the federal–state–city triangle, created some problems in implementation and operationalisation of the hospital. Many lessons on handling crisis situations were learned from the two instances.

Effective communication of facts related to Covid-19 pandemic and logical nature of decision making by political leaders are critically important for effective medical treatment of affected people, protection of vulnerable population and steps to prevent its spread. The crisis communication of selected EU political leaders in Twitter were analysed by Drylie-Carey, Sánchez-Castillo, and Galán-Cubillo (2020). Those analysed were: Boris Johnson (United Kingdom), Emmanuel Macron (France), Pedro Sánchez (Spain) and Giuseppe Conte (Italy). Additionally, Tedros Adhanom (WHO) and Ursula Von der Leyen President of EU were also analysed. The focuses was on the visual information (images and videos) published in their Twitter profiles to highlight their strategies during the first 40 days of the pandemic. Analysis of the visual content of 634 tweets showed significant differences amongst the preventative measures recommended. The relative importance given to social distancing, use of masks, hand washing were different for different leaders. The public image projected by the leaders were also different.

Discussions

In many leadership style papers in the ordinary situations, transformational leadership has been hailed as the most effective for organisational performance (Ali & Islam, 2020). However, when crisis situations like Covid-19 pandemic is considered, transformational style has received the least attention with only two papers dealing with it. It may not mean that transformational style is unsuitable. On the other hand, most researchers did not consider this style in their works.

From the above discussed papers, it can be seen that a variety of leadership styles have been used in tacking the situation arising from the Covid-19 pandemic. Virtually, there were as many leadership styles as the number of papers reviewed. An idea about the various styles and the papers which discussed them can be obtained from Table 1.

Table 1. Leadership styles discussed in the reviewed papers.

Leadership style identified	Reference/s
Transformational	Suprapti et al;
Transactional vs transactional	Azizaha et al; Supriadi et al
Inclusive leadership	Zhao et al. Ahmed et al (unsuitable)
Charismatic leadership	Antonakis
Task- and relation-oriented leadership	Bartsch et al
Authoritarian leadership (Turkey)	Bakir
Authoritarian leadership style followed by mixed styles (China)	Mei
Distributed leadership	Obrenovic et al
Shared leadership	Fernadez & Shaw
Attachment leadership	Hinojosa et al
Authentic leadership	Sultana et al
Autocratic leadership (Brazil President)	Ortega & Orsini
Resonant (effective in public) and dissonant leadership (private) styles effective	Poongothai & NoorulSafna
Subordinate leadership style with a mix of transformational	Stefan & Nazarov
Charismatic, ideological, pragmatic (CIP) leadership styles comparisons	Crayne & Medeiros
Shock leadership	Shufutinsky et al
Female leadership	Sergent & Stajkovic
e-leadership	Wolor et al; Mustajab et al
Different styles for different contexts and uses	Kalina; Capano et al; Drylie-Carey et al (EU leaders)
Responsible and entrepreneurial leadership in Italy and collaborative leadership in New York	Turrini et al
Leadership characteristics	Hu et al; Dirani et al; Cherneski; Shanafelt et al; Sebastian et al; Sneader & . Sternfels;

However, two trends are clear. Firstly, the emphasis had been on different leadership styles used by the same leader in different contexts or different country leaders using different leadership

styles. Secondly, there was a tendency to characterise the leadership requirements in crisis situations like the pandemic, rather than labelling them as particular styles. If the requirements meet a particular style to match a particular situation, it converges with the first point. Some specific examples of leadership style are noteworthy. One is about the two papers that discussed what China did to bring the large scale infections in Wuhan under control. In this respect, comparison of some three political leaders for their three different styles in the paper of Crayne & Medeiros (2020) is interesting. Leadership styles suitable for public and private organisations can be different as the work of Poongothai & NoorulSafna (2020) indicated. The harmful effects of the autocratic leadership style in such situations is evident from the description of what the President of Brazil was doing (Ortega & Orsini, 2020). Terms like 'inclusive' (Zhao et al 2020; Ahmed et al 2020), 'shared' (Fernadez & Shaw, 2020), 'collaborative' (Turrini et al 2020) and 'distributed' (Obrenovic et al 2020) may converge into one style.

Conclusions

It is difficult to prescribe a particular leadership style even for a single topic of facing the challenges of Covid-19. Leaders of organisations and countries may need to adopt different styles of leadership in different contexts and issues for most effective solutions in protecting the people under them from the pandemic and return to normalcy as fast as possible. The review leads to the conclusion that context-specific changing styles need to be adopted by organisational and national leaders to achieve best results in this pandemic situation.

Limitations of this review

One might argue that database searches using many different search terms related to the topic would have provided more papers. However, what is commonly seen is that the databases yield thousands of papers even remotely related to the topic. After screening process, the final selection may be only the same number of papers.

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