

Re-examining Leadership Touchstone:

By

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Abstract:

This paper examines the role of leadership in different spheres of life in general. Besides the paper explores different kinds of leadership styles used by leaders in various ways accordingly. The paper adopts a qualitative descriptive and exploratory approach. An exploratory approach helps the researcher to present an in-depth critical synthesis of different types of leadership styles. Further, a qualitative exploratory approach also enables the researcher to present an authentic comparative analysis of transformational leadership and transactional leadership. It is concluded that Pakistan needs authentic transformational leaders who can work for the betterment of the country by using their leadership skills without any personal interest.

Keywords: Leadership, transformational leadership, transactional leadership.

Introduction:

The absence of moral leadership leads to the financial and political instability all around the world. Considering the situation in Pakistan, it turns out to be certain that it is additionally the particular absence of leadership that is continuously lashing the nation into the chasm of ignorance.

Leadership Defined:

Leadership is an endeavor at impacting the exercises of adherents through the correspondence procedure and towards the fulfillment of some aims or objectives. Leadership can also be called as Initiative. Initiative is an effective way that empower leaders to get their kin to do enthusiastically what must be done, do well what should be done (Murari, 2015) Leadership is finding the organization's predetermination and having the

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boldness to tail it (Roth & Senge, 1996). Leadership in other words administration is relational impact, practiced in a circumstance, and coordinated, through the correspondence procedure, at the fulfillment of a predefined aims or objectives. (Tannenbaum & Massarik, 2013).

Leadership is a promise, commitment to fulfill with complete responsibility, sincere feelings, and a bonafied vision. Leadership as mentioned before can be considered as an initiative to act as a procedure in which one individual sets the reason or heading for at least one different individual towards the right path with full responsibility.

In fact, a leader is the one who effectively marshals his partners to accomplish specific closures (Tangkudung, 2015). Leadership is the specialty of affecting others to their most extreme execution to fulfill any errand, target or project (Cohen, 1990). It is also the specialty of assembling others to need to work hard and battle through wisdom for shared yearnings (Kouzes & Posner, 1995).

Podsakoff, Moorman & Fetter (1990) define Leadership as the compelling augmentation well beyond mechanical consistence with the normal orders of the association. It can also be termed as the start and support of structure in desire and communication (Zaccaro, Kemp, & Bader, 2004). Leadership might be considered as the procedure (demonstration) of affecting the exercises of a sorted congregation in its endeavors towards defining and accomplishing any objective.

Leadership and Articulating Dreams:

Leadership is tied in with articulating dreams, typifying values, and making the earth where things can be accomplished. (Wallace, Engel & Mooney, 1997). The other name of Leadership is Administration. This is the capacity to venture outside the way of life to begin developmental versatile change forms (Schein, 2010). Initiative is the way toward impacting the exercises of an individual or a gathering in endeavors toward accomplishing an objective in a given circumstance (Graeff, 1997.) Leadership is the way towards comprehending what individuals are doing together so that individuals may comprehend and be conferred (Drath & Palus, 1994). Leadership is an intentional relationship, which happens verbosely among members, who utilize their individual aptitudes, to advocate continuous change (Kearns, Suri, & Montfort, 2006).

Leadership as A Connection Between the Leaders and the Individuals Who Are Being Led:

Leadership is a procedure which conventional individuals utilize when they are delivering the best from themselves as well as other people. Since leadership also called administration is a connection between the

individuals who try to lead and the individuals who take after and follow (Kouzes & Posner, 1995).

Northouse (2015) claims that leadership is a procedure whereby an individual impacts a gathering of people to accomplish a shared objective. In words of Lussier & Achua, (2004), Leadership is the affecting procedure of pioneers and devotees to accomplish hierarchical destinations through changes.

Rauch & Behling (1984) claim Leadership as a procedure of giving reason (significant course) to aggregate exertion, and making willing exertion be exhausted to accomplish reason (Jacobs & Jacques, 1990). For Schein (2010), Leadership is the capacity to venture outside the way of life to begin developmental varying forms that are more versatile. Leadership is tied in with articulating dreams and epitomizing values (Northouse, 2015; Richards & Engle, 1986).

Leadership as A Tool to Impact Others:

Leadership is the capacity of a person to impact others by creating and conveying a dream to a gathering of individuals to accomplish their dream (Den et al., 1999; Shani, Mohrman, Pasmore, Stymne, & Adler, 2007). It is unspeakable and autonomous of aspiration. Leaders are the individuals who appear to emanate a field of impact to which others will react similarly. A pioneer is constantly self-spurred - not to accomplish a specific aspiration, either propelled to tote individual magnificence. Constantly, people react to and take after people who are themselves inspired. The best pioneers are persuaded by a need to exceed expectations; that interest is an enthusiasm and a wellspring of profound individual fulfillment.

Leadership as A Procedure to Guide:

Leadership is a correspondence procedure of expanding individual's potential and impacting individuals to accomplish a common objective, in a given circumstance (Cummings, MacGregor, Senge, 2002; Peters, 2005). Hemphill & Coons (1957) claim that Leadership being a person's conduct, coordinates the exercises of a gathering towards a common objective.

Different researches have been conducted on leadership. Some researches claim that Leadership is "the behavior of an individual directing the activities of a group towards a shared goal. (Hemphill & Coons, 1957). Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends. Leadership can be usually characterized as specifically or in a roundabout way impacting others, by

methods for formal expert or individual characteristics, to act as per one's expectation or a mutual reason.

Kinds of Leadership Styles:

Leaderships are of different kinds with different perspectives. Some of them include autocratic Leadership which mainly revolves around the boss. Other kinds of leaderships include “Democratic Leadership, Strategic Leadership Style, Transformational Leadership, Team Leadership. Cross-Cultural Leadership. Facilitative Leadership and Laissez-faire Leadership”. In autocratic leadership, the sole authority is the leader. Along with all the responsibility. Here very little participation is being seen on part of the subordinates. The autocrats decide and finally convey the decisions to the ones working under them; thereby expecting quick implementation. Such dominating work atmosphere lacks feasibility.

In this sort of administration and leadership, rules, techniques and strategies are generally normal increments of an imperious leader. Measurably, there are not many circumstances that can really bolster autocratic leadership. Some of the pioneers that help this sort of leadership and administration include: “Albert J Dunlap (Sunbeam Corporation)” and “Donald (Trump Organization)” among others.

On the other hand, in a democratic leadership, subordinates are included in deciding. Dissimilar to autocratic leadership, this headship is focused on subordinates' commitments. The leader holds last obligation, yet he or she is known to designate expert to other individuals, who decide ventures of work. The most interesting element of this leadership style is that correspondence is dynamic upward and descending. Concerning insights, democratic leadership is a standout amongst the most favored leadership, and it involves the accompanying: reasonableness, ability, inventiveness, bravery, knowledge and genuineness.

Another type of leadership is Strategic leadership. In this type of leadership, the sense for new probability and common sense are the key focus. A viable and strategic leadership conveys the merchandise as far as what an association actually anticipates from its authority during change. Here 55% of leadership typically includes key considering. In case of initiating any particular change in organizations, transformational leadership comes first.

The leaders who hold transformational leadership style set additionally difficult desires and ordinarily accomplish higher execution. Factually, transformational administration has a tendency to have more dedicated and fulfilled adherents. This is for the most part so, in light of the fact that transformational pioneers enable supporters. Another type of leadership is known as team leadership. This type of leadership includes the making of a forth coming striking picture, where it is heading and what it will remain for. The vision rouses and gives a solid feeling of reason and course. However, in case of Team Leadership, leaders work with dedicated hearts and psyches of each one of those included. This leadership is crucial to succeed. As it is based on team work, therefore there might be poor leadership qualities in Team leadership Style. Another type of leadership is known as Cross-Cultural Leadership. Here the major focus of the leader is to understand and deal with people belonging to different cultures. A very different kind of leadership is Facilitative Leadership. In this kind of leadership style the focus of the leader is less towards individual's ability and is more focused on estimations and results. Therefore, here the leaders try to facilitate and guide the ones working under them for positive outcomes. A successful facilitative administration includes checking of gathering progression, offering proper recommendations and mediations to enable the followers to remain on track. A leadership which gives independence to employees is called Laissez-faire Leadership. Here offices or subordinates are permitted to fill in as they pick with negligible or no obstruction. As indicated by the researchers, this sort of initiative has been reliably observed to be the minimum fulfilling and slightest successful leadership/ administration style. The leadership that maintains or prevails the status quo is called Transactional Leadership. It is likewise the type of leadership that includes a trade procedure, whereby supporters get prompt, substantial prizes for completing the pioneer's orders. Transactional Leadership also known as Value-based initiative can sound fairly essential, with its attention on trade. Being clear, concentrating on desires, giving input are terrifically critical initiative abilities. Transactional Leadership practices can include: elucidating what is anticipated from adherents' execution; disclosing how to meet such desires; and distributing rewards that are dependent upon meeting goals. Another kind of leadership is termed as Coaching Leadership since it includes educating and overseeing supporters. An instructing or coaching pioneer is exceptionally operational in setting the required change. Fundamentally, in this sort of initiative, supporters enhance their abilities. The following job is performed by a Transactional Leader: rouses supporters, motivates adherents and energizes devotees. Another kind of

leadership in which a leader demonstrates his or her radical power is called Charismatic Leadership. However, a sheer attitude may not be termed as Charisma. A charismatic leader helps his followers to follow him through his attractive and committed leadership style. Moving towards Visionary Leadership, it is observed that the leaders in this type of leadership hold a particular vision towards their work and for those working under them. The individuals who are profoundly visionary are found to have different visions depending on the nature of their work.

Thus, there are various leadership styles, therefore it can be said that the leadership style is *“A set of behaviors that one consciously chooses to use that best fits the situation. When the situation changes, so does the style”* (Seemiller & Murray, 2013). However, all styles of leadership may not be useful particularly with regards to rousing somebody to change. Some leadership styles tend to dare. They make intense moves that are unmistakable for all to see, some convincing, some rousing and a few, some change others through organized administration and leadership.



Figure 1.1. *Kinds of Leaderships.*

Discussion:

“Transformational leadership” has been of core interest in the prevailing scholastic circles. It has been favored as a superior method of leadership as compared to “transactional leadership”. This is because “transactional leadership” acts as a substitution or exchange in a process of exchange

between a leader (pioneer) along with the one who is being led. Actually, great deal of inspiration can be found in transformational leadership. It is recognized that transformational leadership should lay on an ethical basis, from honest to goodness values.

Additionally, in various circles of life leaders may bestow moral qualities to devotees who look for direction from experts they regard and trust. Moreover, with the presence of deceptive qualities, these experts are “pseudo-transformational”, as we generally find in Pakistan. Unexpectedly, deep sense of being at the work environment has picked up attention particularly in the West. Therefore, Western scholarly circles hold a far strong discussion on Spiritual or otherworldly leadership.

Scholastically, leadership based on Spirituality, varies quite less from leadership, yet rather recommends that leadership ought to be founded on individual character, self-acknowledgment and cultivate respectability and morals all through the association. In transformational leadership, Cognizance and higher self-esteem are viewed as basic qualities.

A leader’s moral advancement along these lines, grasps the individual, familial and profound elements of the identity. Little ponder, then, that transformational leadership joins terms, for example, morals, character, amazing qualities and so on. Such pioneers get control without looking for it.

The records of these initiative styles can be discovered in profound and religious customs. Concerning Islamic customs, we observe “transformational leadership” to be more reliable than value-based initiative or “transactional leadership”. In Islam, the unity of the Creator (Tawhid) holds the basic theory of life.

Man, according to the Islamic idea, is the vicegerent (khalifah) of Allah in the universe. Trust is the quality on the basis of which man has been granted everything in the universe. This trust is called amanah.

As a major aspect of society, while being aware of that trust, he needs to play out his obligations. Indeed, there are verses of the Quran indicating a similar idea:

“Behold, thy Lord said to the angels: I will create a vicegerent on earth. ...” (2:30 cited in [Muhammad Burdbar khan](#), 2013).

Trust basically in Islam, is one of the qualities of fair leadership. Therefore, it is the leader who endows the individuals, groups and associations. The leader is committed and responsible. Trust has two levels: obligation and responsibility. Trust runs with obligation and responsibility. The following verse explains this nature of trust:

“O David! We did indeed make thee a vicegerent on earth: so judge thou between men in truth (and justice): Nor follow thou the lusts (of thy heart), for they will mislead thee from the path of Allah: for those who wander astray from the path of Allah, is a penalty grievous, for that they forget the Day of Account” (38:26 cited in [Muhammad Burdbar khan](#), 2013).

It is recognized by Islam that leadership is practiced at various echelons. An outstanding prophetic convention diagrams the idea of a multi-level leadership:

“Each of you is a guardian and is responsible for his subjects. The ruler, who has authority over people, is a guardian and is responsible for them. ... So, all of you are guardians and are responsible for your charges” (Muslim, 2000, 663 cited in [Muhammad Burdbar khan](#), 2013).

In this way, it can be said that the family, group, association and nation are the places where leadership must be practiced. A pioneer or a leader is not only answerable to God but also to the general population as well. Holy Prophet (PBUH) once said:

“If a person dies having cheated the people he/she was entrusted with, he/she will not smell the scent of paradise” (Muslim, 2000, 663 cited in [Muhammad Burdbar khan](#), 2013; Haddara & Enanny, 2009).

Actually, one ought not to look for a position of leadership in Islam for power however just when one has the mastery to help other people in an emergency circumstance. Curiously, it is very in opposition to what we see nowadays when one and all rush towards the halls of force or power for any potential advantage.

Numerous prophetic customs stress that arrangements to leadership/initiative positions ought to be principally in light of capabilities and the capacity to carry out the occupation. “...Verily the most honoured of you in the sight of Allah is (he who is) the most righteous of you. ...” (49:13 cited in [Muhammad Burdbar khan](#), 2013).

Conclusion:

“Leadership is not about glorious crowning acts. It is about keeping the team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine” (Day & Harris, 2002).The former discussion

section presents that the world when all is said in done and Pakistan specifically desperately needs transformational leaders in verging on profound leadership which must lay on sound, responsible and good basis. Chiefly, just those must be considered for leadership positions who are equipped and fit the bill for the occupation and who are aware of their enormous duties as well as aware of complete responsibility to the higher (spiritual) self.

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