

LEADERSHIP STYLES: A DECADE AFTER ECONOMIC RECESSION AND LESSONS FOR BUSINESSES IN DEVELOPING ECONOMIES

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Abstract

This paper explores the leadership theories and approaches that has been practiced for several decades now to see how efficacy they are in today' global market place where there is competition and sometimes chaotic. It sought to identify their characteristics to determine their importance and how they were approached pre- economic recession in 2007/2008. The approaches a decade ago do not seem to have a paradigm shift. Transactional and transformational leadership styles have been adjudged to have positive relationship with organizational performance in the west but coincidentally have been replicated elsewhere. These leadership approaches have been criticized by many researchers. This put them in the light that is difficult to rely on in times chaos in the business world. The uncertainties found across the business world suggest that there should be a hybrid that put business sustainability at a higher point. This article suggest that managers in developing economies should not approach leadership of enterprises in a 'straight jacket' manner but rather consider the culture and beliefs of the people they deal with in order to sustain the business world they find themselves. The business leadership need creative thinking that require innovation, different ways of doing business, adapted and collaboration, and for this to happen the researchers advocate that the leaders in today's business think of themselves as having possibility to become creative change agents who are ready and willing to sacrifice for the entity where they get their daily bread and prestige. This does not mean that traditional top-to-down approach to leadership is not important but rather, the other more complex and adaptive methods of leadership engagement require thinking and doing things differently is the creative concept. In this case the researchers believe that, the values, beliefs, aptitudes that can build capacity for innovation and global mindset is what is needed to move beyond recession and clear need for training young professionals to integrate with on-the-job experience for team work and communication. This is the only way they can realize the objective of the enterprises.

Keywords: Leadership styles; economic recession; sustainability; transformational; transactional; developing economies

1. INTRODUCTION

The issue about leadership is as old as creation. In the era of antiquity, the concern of the leadership and in fact effective one was there when in the biblical times Israelites needed someone to guide them from the bondage in Egypt. They had Moses to lead them in their journey to the promise land amid problems thereon. Great Britain in 20th century needed a leader in the Second World War and Winston Churchill successfully led them to conquer

their enemies. In the same vein, Franklin D. Roosevelt provided leadership to the people of America, Adolph Hitler led Germany, Stalin led defunct USSR and M.K. Gandhi led Indians to independence.

Businesses and leadership approaches toward them is also as old as the inception of civilization. At any point in time in the world of work different ideas and strategies to achieve organizational objectives emerges. Many scholars and researchers in social psychology have for centuries tried to come out with different approaches to lead people to achieve organizational objectives. In our societies and countries we have had varying history in terms of how to lead and who to lead and the consequences of these methods or approaches of leading these organizations and states have been varying. It is therefore difficult to pinpoint which leadership approach is the best for all organisations and or all the states because businesses and countries are at where they are because of the leadership strategies they have ascribed for. For instance, China went through the hands of various emperors in different dynasties with different leadership approaches through to communism and Marxism and now at where there are now combining socialist thinking, tilting to center left and right with authoritarian system of leadership at the state level with paternalistic generally at the business level. This system can never be said to be the worst system because it is working well for them. The reason being socio-cultural and individualism. This is just a hybrid of soviet style of leadership and westernization which was introduced in 1919.

Western civilization has been practicing democratic governance in different ways that transcend into the world of business where transformational and charismatic is seen to be the way to go. Sub-Saharan Africa was mostly colonized by the British and the French and has since been following their style of leadership which has transcended to ways of managing businesses. In all these so called good better best leadership approaches in the last five decades, most businesses in the west went on their knees in 2007 and 2008 (Economic Recession). Even though the factors may not only be attributable to leadership one cannot also run away from the fact that actions and inactions of these leaders were the cause.

The argument is whether the western leadership styles of managing businesses are the way to go for the developing economies, especially the Sub-Saharan African businesses. Culturally there are vast differences in the way things are done. Attitude towards work, values and beliefs are somehow affect our organizational citizenship behaviour. This article sought to review the characteristics of leadership styles and compare with our socio-cultural backgrounds to see if they really fit in our management of business.

2. LITERATURE REVIEW

2.1. Leadership Review

Every business entity needs strong leaders to inspire and maintain their employees. All groups and teams need a leader (Aslam, Ghaffar, Talha, & Mushtaq, 2015). The success of any business depends on how effective its

leaders are (Parris, D., & Peachey, 2013). In recent times, leadership has been defined as the skills of individuals that are applied to the organizations directly (Rawung, Wuryaningrat, & Elvinita, 2015). Leadership concept has attracted a lot of scholars, the public, managers and the writers of social issues and organizational behavior attention to recognize the influence these leaders have on organizations they manage (Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, 2014). In the words of (Arias-Bolzmann, L., & Stough, 2013), leadership is a key element that leaders all over the world should evaluate if they want to continue to be in the competitive economy. One's ability to influence followers or people from diverse background to achieve organizational objectives (Choi, 2012);(Ruiz, P., Ruiz, C., & Martínez, 2011). (Volckmann, 2012) believes that the word leadership has definition difficulty and (Rupprecht, E. A., Waldrop, J. S., & Grawitch, 2013);(Dunnagan, K., Maragakis, M., Schneiderjohn, N., Turner, C., & Vance, 2013) also think that the definition differs based on who defines it, sources of information and the geographic location.

The "Great Man" theory of leadership states that leadership has an effect on the success of the organization (Shaukat, M. Z., Senin, A. A., & Ahmed, 2012). (Good & Robin, 2014) posits that leadership commences when individuals perceive a vision and strategically develop action plans that help achieve stated goals perceived. This implies that the leader ought to avoid discrimination against other team members as they work to achieve the objectives. (Gill, 2006) knows that leadership is to facilitate to achieve organizational results by the followers. By so doing, the leader should stimulate, motivate and encourage these followers. (Thomas, G., Martin, R., & Riggio, 2013) also says leadership is not using a coercive influence in the quest of getting the job done in order to achieve organizational objective. (Jong, J. P. J., & Den Hartog, 2007) defined leadership as the process of influencing people in order to achieve desired results. Leadership is the influencing process of leaders and followers to achieve organizational objectives through change (Lussier, R. N. & Achua, 2009).

This implies that the focus has exclusively been on leadership and leaders, however it is worth noting, that any act of leading requires the committed involvement of followers or the subordinates upon whose the leadership is legitimized. (Kellerman, 2012) revealed in his publication that there are 1400 definitions and 44 theories of leadership. To be able to fully comprehend the dynamics of leadership, the role of followers should not be overlooked.

Leadership comprises of power, traits and behaviours which influence followers and the organisation as a whole. Leaders influence employees' behaviour, performance, attitude and motivation. In turn, this has a direct influence on how the organisation as a whole performs. The influence of a leader's style reaches greater proportions as the effects on the employees begin to have a cumulative effect on group performance. Leaders play a significant role in the contemporary organisation that is subject to the unstable external environment by their ability to positively influence the employees. The significance of leadership is discussed further hereunder.

2.2. Significance of Leadership in today's Business

The pace of change confronting organizations today has added complexity to the organisational landscape and now calls for more flexible and adaptive leadership. Adaptive leaders are able to work more effectively in the unstable global business environment (Rowe, W. G. & Guerrero, 2011) and are also able to adopt a proactive approach in order to keep abreast of the increasing stakeholder pressures in the enterprises. Leaders work together with their followers to realize the short and long-term plans of the organisation and to achieve specific objectives. An organisation does not operate in a vacuum; it is influenced by both internal and external stakeholders (Bryman, 2011).

However, inadequate applicability of traditional leadership models have indicated the need to develop new leadership models to solve complex organisational challenges (Ansoff, 1979); (Chhokar, JS, Brodbeck, FC & House, 2012);(Harley, C, Metcalf, L & Irwin, 2014); (Lichtenstien, BB, Uhl-Bien, M, Marion, R, Seers, A & Orton, 2006);(Scarborough, 1998) (Western, 2008). Accordingly, some scholars have introduced leadership models aimed at addressing questions such as: What constitutes good leadership and how can ideal leadership be achieved within a complex and uncertain organisational environment? (Van Seters, DA & Field, 1990);(Western, 2008);(Yukl, G & Van Fleet, 1990).

Leadership is central to the transformation of business environment at all levels. It is the leadership of an organisation that is responsible for ensuring that the needs of all groups of stakeholders are met. The significance of managerial leaders in the contemporary business organizations become apparent in their ability to co-ordinate and meet the needs of all the groups of stakeholders while simultaneously responding to the rapid pressures in the business environment. It is clear that sustainable and successful performance in any organisation is linked to effective leadership (Naidoo, G. & Xollie, 2011).

Effective leadership provides a higher quality of performance and efficient delivery of goods and services (Wenzel, 2007). In the public sector, leadership provides direction and vision to the employees and the communities. Private sector leadership has made provision for an alignment with the environment and a resource for embracing organizational culture (Paarlberg, L. E. & Lavigna, 2010). The stakeholders now has greater access to view, interact and understand the decisions and direction of leaders, which is made possible by media, the internet and greater levels of awareness in the public. Furthermore, there is evidence that as competition increases in the global business environment, even among public sector organizations, the range of skills necessary for leadership have also grown (Potoski., 2004).

Leaders supposed to play a role in managing knowledge that affect the smooth running of the enterprise (Bryant, 2003). It is leadership that ensures that the organization's innovations and competencies are safely guarded and constantly improved, and it is the responsibility of managerial leadership to safeguard an organization's

intellectual property by addressing the required copyright laws (Hsin-Kuang, C., Chun-Hsiung, L. & Dorjgotov, 2012). Managing knowledge requires effective and efficient leadership functions in all level; which facilitates the conversion of knowledge into competitive advantages (Zagoršek, H., Dimovski, V. & Škerlavaj, 2009). Leaders also have to manage how they create, share and exploit organizational knowledge with the relevant groups of stakeholders.

To be able to deal with leadership in contemporaries, one has to recognize the dynamics of leadership over time. Leadership typically reflects the theories and practices that have evolved into the norms, attitudes and understandings in the organisation today. These leadership theories have been the subject of scholarly enquiry over the years and the historical perspectives of leadership theory are explained in the succeeding pages.

3. EVOLVING THEORIES OF LEADERSHIP

3.1. Trait Approach

This theory was formally referred to as “Great Man Theory” (Malos, 2011). Empirical research indicates that many studies have focused on leadership as a trait (Avolio, B. J. & Bass, 2002);(Rubin, R. S., Munz, D. C. & Bommer, 2005);(Daft, 2008). Of interest to scholars throughout the twentieth century, the trait approach was one of the first systematic attempts to study leadership in the early 1930s (Biswas., 2012). In the early part of the twentieth century, leadership characteristics were studied to determine what made certain people great leaders (Rubin, R. S., Munz, D. C. & Bommer, 2005). The search for traits or characteristics underlying effective leadership has been on-going since then. Underlying the search for traits was the premise that leadership is rooted in traits or characteristics possessed by certain individuals (Chen, G., Ployhart, R. E., Thomas, H., Anderson, N., & Bliese, 2011). The research at this era focused on determining those traits that differentiate leaders from followers. (Daft, 2008). This perspective suggests that there are certain qualities that are inborn and one needs to possess those qualities before one can best fit in the position of a leader, be it in the organizational level or societal level (Malos, 2011). In addition to Stodgill’s traits, significant leadership traits which have been identified by the empirical research over the years include self-efficacy, determination, intelligence, consciousness, integrity and extroversion (Avolio., 1999); (Avolio, B. J. & Bass, 2002);(Rubin, R. S., Munz, D. C. & Bommer, 2005);(Reuvers, M., Van Engen, M. L., Vinkenbug, C. J. & Wilson-Evered, 2008);(Paarlberg, L. E. & Lavigna, 2010).

The trait approach was challenged in the middle of twentieth century by research. This research sought to question the generalizability and universality of leadership traits. A study by (Stodgill, 1974) cited in (Paarlberg, L. E. & Lavigna, 2010) suggested that there are no laid down accepted sets of traits that differentiated a leader from its followers in any situations. (Reuvers, M., Van Engen, M. L., Vinkenbug, C. J. & Wilson-Evered, 2008) highlighted that an individual with leadership traits in one situation may not necessarily be a leader in a different

situation. Critics of the trait approach argue that it is difficult to isolate a set of leadership characteristics without incorporating situational effects into the equation. The prime argument is that traits do not ensure leadership success, however some traits are able to distinguish effective leaders. The failure of the trait approach to take situations into account brought about the need for the following leadership approach.

3.2. Behavioural approach

Inability to identify traits for leadership led the researchers to look into what a leader does rather than who a leader is in the early 1950s. (Rowe, W. G. & Guerrero, 2011). The behavioural approach to leadership focuses on the behaviour of the leader, which distinguishes it from the trait approach which emphasizes the characteristics of a leader (Adams, 2012). This theory endorses the value of leadership styles, with an emphasis on concern for employees as well as collaboration within the organisation. The behavioural approach focuses exclusively on what leaders do and how they act (Mujtaba, B. G., & Kennedy, 2014), and considers observable actions and reactions of leaders and followers in a particular situation. The behavioural approach basically concentrates on the work a leader supposed to perform actually but not the qualities and characteristics he or she supposed to exhibit (Mcmahon, 2010). In shifting the study to leadership behaviours, this approach expanded the study of leadership to include actions of leaders towards followers in various contexts (Dubrin, 2007).

Empirical research on the behavioural approach identified two general types of leaders' behaviours (Yukl, G & Van Fleet, 1990);(Pedraja-Rejas, L., Rodríguez-Ponce, E., Delgado-Almonte, 2006);(Northouse, 2004) – task and relationship behaviours. According to (Northouse, 2004), task behaviours enable goal accomplishment by helping employees achieve their objectives, while relationship behaviours assist employees to build their self-esteem, be comfortable with each other and come to terms with the prevailing situation. The behavioural approach emphasizes that leaders' actions towards their subordinates occur on both a task and relationship level (Pedraja-Rejas, L., Rodríguez-Ponce, E., Delgado-Almonte, 2006). In some situations leaders will be required to be more tasks oriented, whereas in other situations they will need to be more relationship oriented.

3.3. Contingency Approach

This approach is an extension of the situational leadership theory. As a result of the limitations of the behavioural approach, scholars began to consider the contextual and situational variables influencing effective leadership behaviours. In the early 1960s, Fred Fielder put forward the contingency theory of leadership effectiveness. This approach assumes that different situations call for different leadership approaches (Ramkissoon, 2013). The contingency approach represents a shift in leadership research from given attention to only the leader, to looking at the leader in conjunction with the prevailing situation (Rowe, W. G. & Guerrero, 2011). The theory attempts to match leaders to appropriate situations and is named contingency because it proposes that a leader's

effectiveness is dependent on how well the leader's style fits the context. (Northouse, 2007) also added that, effective leadership is contingent on matching a leader's style to the right setting. The contingency approach suggests that the success of the leader is a function of two contingencies; styles and situations. The leadership styles, to be discussed subsequently, have been described as task oriented or relationship oriented. The situational variables can be assessed by the leader-follower relations, task structure and position power. The situational aspects of the contingency perspective posit that the effectiveness of a leader is contingent upon the prevailing pressures of a situation.

4. LEADERSHIP STYLES

In the later part of the 20th century, a lot of scholars and researchers devoted time to analyze and compare the methods of leadership. Most of them termed it as styles (Greer, C. R., & Carter, 2013). (Imanzadeh, E., Esmailzadeh, S., Elyasi, G., & Sedaghati, 2012), defined leadership style as a method leaders use to resolve organizational matters. Leaders use these styles to influence their organizational members (Greer, C. R., & Carter, 2013). (Malik, 2012), argues that no one leadership style can be used to deal with all organizational matters. Every leadership style has its own advantages and disadvantages.

There have been several categorizations of the leadership styles in the literature. Some of the earlier writers categorized them into visionary, charismatic and inspirational leadership styles (Groves, K., & LaRocca, 2011). Later on, others also categorized them into democratic leadership styles, autocratic leadership style, paternalistic leadership style, participative leadership style, task-oriented leadership style, bureaucratic leadership style, servant leadership style, relationship leadership style, laissez-faire leadership style, transformational leadership style and transactional leadership style (Iqbal, J., Inayat, S., Ijaz, M., & Zahid, 2012). Most recently, the most talk about is sustainability leadership style.

4.1. Autocratic leadership

In the autocratic style, the leader makes decisions without consulting the employees as in the first phase of the Continuum of Participatory Style (Rowe, W. G. & Guerrero, 2011). There is minimal employee participation in decision making, if at all. In his experiments Lewin found that this caused the greatest discontent among employees (McMahon, 2010). In order for the autocratic style to be effective there should not be a need for employees' input in decision making; the decisions made should not change as a result of employee input and employees' performance should not be affected by their ability to participate (Parsons, 2015).

4.2. Democratic leadership

In the democratic style, the leader involves the employees in decision making and considers their input before making the final decision (Bryman, 2011). The employees suggest their ideas to the leader and the process for

the final decision making varies from the leader having the final say to the employees facilitating consensus. Democratic decision making is usually appreciated by the employees and can be used as a motivational process (Rowe, W. G. & Guerrero, 2011). This is similar to the third phase in the Continuum of Participatory Style discussed above.

4.3. *Laissez-faire leadership*

The laissez-faire style minimizes the leader's involvement in decision making (Dubrin, 2007). The leader gives his employees free reign by delegating decision making authority; employees are at liberty to change processes and implement strategy as they deem fit. Laissez faire leadership works best when the employees are motivated and make effective decisions (Rowe, W. G. & Guerrero, 2011);(Parsons, 2015). This is similar to the Theory Y and a highly participative phase on the Continuum of Participatory Style discussed above.

4.4. *Transformational leadership*

The term transformational leadership was first devised by Downton in 1973, however it emerged as an important approach to leadership in a 1978 study by political sociologist James MacGregor Burns, entitled Leadership (C.C. Barroso, 2008). According to (Burns, 1978), transformational leaders are able to motivate their subordinates to perform over and above what is expected of them by raising their confidence and support for them to develop high level performance. The word transformation means a ability to inspire and develop followers and transform their self-interest into shared organisational goals, which is achieved by articulating a compelling vision of the future (Pieterse, A., Knippenberg, D., Schippers, M. & Stam, 2010);(Sahaya, 2012). It is a process that motivates followers by appealing to higher ideas and moral values (Kirschner., 2007);(Nielsen, K., & Daniels, 2012). According to (Fairhurst, G. T., & Connaughton, 2014), this transformation of followers can be achieved by raising the awareness, value and importance of desired outcomes, as well as by altering or transcending followers' interests. (Riggio, 2006) affirmed that transformational leadership is centered on the leader's ability to inspire trust, admiration and loyalty in followers, who then lower their individual interests to those of the organisation. (Zagoršek, H., Dimovski, V. & Škerlavaj, 2009) asserted that transactional leaders encourage open and honest communication, and in so doing, they encourage the expression of different views and ideas. (Z. Salman, A. Riaz, 2011) concurred with (Zagoršek, H., Dimovski, V. & Škerlavaj, 2009), and further pointed out that by allowing the expression of different views and ideas, challenging old assumptions and beliefs and stimulating new perspectives, enhances the subordinates interpretation and understanding of the expected performance standard. (Pieterse, A., Knippenberg, D., Schippers, M. & Stam, 2010);(Vaccaro, I. G., Jansen, J. P., Van Den Bosch, F. J., & Volberda, 2012) added that innovation is central to thinking about transformational leadership. Transformational leaders have been proposed to stimulate follower innovation through expressing an inspired vision and allowing individual development and growth (Basu, R. and Green, 1997) cited in (Pieterse, A.,

Knippenberg, D., Schippers, M. & Stam, 2010). Transformational leaders encourage their followers to look at old challenges and problems using a new perspective as (Jandaghi, G., Matin, H. Z. & Farjami, 2009)). In (Purvanova, R. K., Bono, J. E. & Dziewieczynski, 2006) view, this motivates followers to attempt reaching higher levels of performance. In previous empirical research it was reported that transformational leadership behaviours have a significant influence on employee performance (Rubin, R. S., Munz, D. C. & Bommer, 2005);(Purvanova, R. K., Bono, J. E. & Dziewieczynski, 2006);(Gong, Y., Huang, J.-C. & Farh, 2009);(Grant, 2012);(Ispas, 2012).

Transformational leaders increase their followers' level of respect for the organization's obligations and mission (Gong, Y., Huang, J.-C. & Farh, 2009). They demonstrate qualities which induce respect and pride and thus become role models to their subordinates (Ruggieri, 2009);(Shin, S. J., Kim, T. Y., Lee, J. Y., & Bian, 2012).

4.5. Transactional leadership

Transactional leadership is based on an exchange process for the fulfillment of contractual obligations (Ruggieri, 2009);(Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K., & Espevik, 2014). The relationship between the leader and the follower is based purely on exchange. The transactional leader recognizes followers' needs and desires and then clarifies how those needs will be fulfilled in exchange for achieving specified objectives or performing certain duties (Sahaya, 2012). Rewards and positive reinforcements are provided when targets are achieved and negative feedback or punishment is used when goals are not reached, i.e. followers receive recognition and rewards for performance whereas leaders benefit from the completion of the tasks. This leadership is typically represented by setting objectives and closely monitoring and controlling outcomes. (Burns, 1978) asserted that the prime concerns of transactional leaders are to maintain and improve the quantity of performance, reduce resistance to particular actions and implement effective decision making. The transactional leader does not individualize the needs of the subordinates nor focus on their personal development (Zhu, W., Sosik, J. J., Riggio, R. E., & Yang, 2012). The exchange perspective of transactional leadership is very common and can be observed at different levels of the organisation. Most of the research on transactional leadership is founded on the notion that leader and follower relations are based on a series of implicit bargains or exchanges between the leader and follower. (Sahaya, 2012) similarly distinguished between the levels at which transactions occur between the leader and the follower. The kinds of transactions leaders and followers engage in range from the obvious to the less obvious. In ('Burns Power of Vision) study, the obvious transactions include subsidies for campaign contributions and jobs for votes, whereas the less obvious entail the exchange of commitment, trust and respect. In contemporary business organizations a similar pattern can be observed, the obvious transactions being wages and salaries, employee benefits and paid leave (Wenzel, 2007). The less obvious transactions include promotions, end of year bonuses and performance awards. The other set of transactions are based on the leader's knowledge of the actions followers must take in order to achieve desired outcomes, for example working overtime for a paid vacation (Fairhurst, G. T., & Connaughton, 2014). In these exchanges the leader

clarifies the task and how followers will accomplish it while simultaneously reaching their personal goals. Transactional leaders engage their followers in a relationship of mutual dependence in which the contributions of both sides are acknowledged (McMahon, 2010). In line with this, (Eliyana, 2010) asserted that transactional leadership is more practical in nature because of its emphasis on the attainment of specific targets and objectives. Transactional leadership is most effective when there are clearly defined goals and there is little room for alternative methods for goal accomplishment. (Zagoršek, H., Dimovski, V. & Škerlavaj, 2009) stated that transactional leadership results in followers' compliance and a commitment to task objectives. There is little room for innovation, creativity and risk taking as the prime aim for the followers is to successfully complete the task (Nielsen, K., & Daniels, 2012). This causes employees' daily activities to be task oriented, thus they are restricted to the status quo and are unable to apply any new ideas and novelties. An effective transactional leader is able to recognize and reward followers' accomplishments as the subordinates are often monitored on the basis of predetermined criteria (Sahaya, 2012). However, this close monitoring also allows transactional leaders to thoroughly observe and identify mistakes and noncompliance. (Pieterse, A., Knippenberg, D., Schippers, M. & Stam, 2010) characterized the transactional leader as one who is comfortable when operating within the existing system, with a high preference for risk avoidance.

4.6. Discussions on Full Range Leadership Styles

Researchers and practitioners have dealt with full range leadership styles in the last three decades more than any other leadership styles. The findings are various and diverse. Mostly westernized, transformational and transactional leadership styles have been adjudged the best to be applied when it comes to managing business organisation, be it public or private, profit or non-profit making organization because the finding has shown significant positive relationships (Avolio, B. J. & Bass, 2002);(Kent, T. W., Crotts, J. C., & Aziz, 2001);(Stone, A. G., Russell, R. F., & Patterson, 2004);(Reuvers, M., Van Engen, M. L., Vinkenburg, C. J. & Wilson-Evered, 2008); (Zagoršek, H., Dimovski, V. & Škerlavaj, 2009);(Pieterse, A., Knippenberg, D., Schippers, M. & Stam, 2010);(Paarberg, L. E. & Lavigna, 2010); (Çetin, M., Karabay, M.E., Mehmet, 2012);(Harley, C, Metcalf, L & Irwin, 2014); (Bushra, F, Ahmad U, Naveed, 2011);(Sang Longa, C A., Wan Ismailb, W.K., and Mohd, 2014); (Saleem, 2015);(Amoako-asiedu & Obuobisa-darko, 2017). In all these and many findings there are many challenges with the full range that has persisted pre economic recession and continue to exist today that has also been observed by scholars (Yukl, 2004);(ZOHAR, D. & GAZIT, 2008);(Anderson., 2005);(NORTHOUSE, 2004). Research suggests that transformational leadership does not always motivate higher performance among followers (Daft, 2008). Inconsistent effects of transformational leadership on followers have emerged in field experiments conducted in Canadian banks (J.Barling, 1996), the Israeli military (Dvir, T., Eden, D., Avolio, B. J., & Shamir, 2002), as well as in business stimulation tasks experiments (Judge., 2003). One

explanation for this inconsistency evidence is that when transformational leaders articulate shared visions, they sometimes face challenges in making these visions a tangible reality (Northouse, 2004).

The prime limitation of transactional leadership is in its underlying assumption that employees will perform a task for a simple reward or to avoid punishment (Hartog & Koopman, 2002). Transactional leadership style is flawed because its motivation is restricted to base level only; it encourages a close connection between goals and rewards. This exchange does not motivate at the higher levels of human development, consequently workers are not motivated to give anything beyond what is specified in their contract (Bryant, 2003). Critics of transactional leadership argue that this style is ineffective if a higher level of thinking skills is required. Innovation and creativity is limited with this style as the leader clearly sets goals and objectives and often spells out how the tasks should be completed (Zohar, D. & Gazit, 2008).

Transactional leadership has a rigid view about the working relationship between the leader and follower. Using formal authority to instruct the followers, the leader is often unwilling to consider anything other than the traditional organisational procedure, therefore the followers have little input and contribution as the leader believes the role of the followers is to do as they are told (Rubin, R. S., Munz, D. C. & Bommer, 2005).

5. CAN SUSTAINABILITY LEADERSHIP CHANGE THE GAME?

Sustainability leadership is still a new concept that was introduced in 2003. It is the ability of organizational leadership to recognize that complex and intricate systems of an organization must intertwine with human values in order to promote sustainable development and change so as to meet the required standards of operation in the competitive global market (Grooms, L.D., Reid-Martinez, 2011). Meanwhile, leadership and their staff while working towards a strategy should be based on values that range from justice, diversity, flexibility, openness, humility, conservation, community, love, creativity so as to win other staff's diligence and commitment towards work. Equally, leadership should endeavor to attain staff commitment and dedication to improve the teaching and learning environment such that customers appreciate the available means of providing quality services (Williams, D., Burns, H., Kelley, 2014). Likewise leadership should care about the human resources such that employees are not treated like a waste. This should be one way to win their efforts and citizenship towards providing education that benefits all generation and this kind of approach will make higher education leadership look different from politician and leaders who destroy the natural resources and environment (Hargreaves, 2007). Nevertheless, leadership should ensure that the potential human resources trained are capable of understanding that staff capacity building, conservation of the past and present, diversity, consolidation, strategic leadership distribution are put into consideration while capitalizing on both short and long term objectives in relation to the available resources (Gerard, L., McMillan, J., D'Annunzio-Green, 2017). It is therefore imperative for sustainable leadership practitioners to have self-motivation, coaching and mentoring to increase the number of potential

leaders and talent that can help both the businesses and other stakeholders to benefit from the available knowledge (Ghavifekr, S., Afshari, M., Saedah, S., Ahmad Zabidi, Razak, 2013). According to (Šimanskiene, L., Župerkiene, 2013), sustainable leadership means a kind of leadership undertaken with responsibility to individual people, groups, and organizations by assessing ecological, social, and economic principles of sustainability in the context of a group, organization, and community and by encouraging successful mastering of the ideas of sustainability, cooperation with the environment, successful learning and teaching based on the principles of sustainability, as well as people's self-expression.

Sustainable leaders are the person seeing, understanding the social, cultural, economic and environmental problems of their time and who determine a vision to people his around, and also organizing them. Sustainable leaders are individuals who are equipped with strong values and have exceptional talents. These persons are individuals who are able to read complex problems correctly, solve these problems, and predict the future effects. Therefore, they have an interdisciplinary understanding and a long-term innovative perspective. They are aware of the individual's ability to achieve on their own so that they support teamwork, multiplier effect of differences, and thus upbringing individuals. And, while doing these things, his/her main goal is to build a sustainable world (Yangil, 2016).

In doing so, they adopt new ways of seeing, thinking and interacting that result in innovative, sustainable solutions." A Sustainability Leader is defined as someone who represents the discretionary actions of an organization "to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders." (European Commission, 2011). (Dobson, 1996) as cited by (Suriyankietkaew & Avery, 2016), in the field of leadership, there has been argument among business owners, management scholars as well as organisational leaders. One school of thought is that it is critical for resilience, sustainability and longer life span in the organisation when it comes to proper leadership practices. (Avery, G.C., Bergsteiner, 2011), again proposed that organizations should adopt wider management practices so as to generate a proper balance between the objectives in ecological, economic and social levels to achieve higher organisational performance, resilience and sustainability. (Gibson, 2012) is seeking for paradigm shift to encourage enterprises to be able to resist any externality so as to achieve sustainability.

5.1. CONCLUSIONS

A leader in a global market place today should have the ability to encourage positivity in capturing the mindset of the employees (Fairhurst, G. T., & Connaughton, 2014). They should be in the position to formulate policies and develop ideas that could increase productivity and also promote returns of the organizational investments. (Vaccaro, I. G., Jansen, J. P., Van Den Bosch, F. J., & Volberda, 2012). This should be guided by leadership approaches that inure to the benefit of the owners, employees and the society as a whole. What should be done to reduce the uncertainties is practicing leadership that can sustain the business from all the competitive and

other externalities that creates shocks and bring the enterprises to its knees. To this the researchers conclude that the best way to go is to combine leadership approaches that will create hybridization contingent to the situation. This is necessary because business sustainability does not only look at how effectively the business is managed to get the return for the owners but also how to improve the life span of the enterprise (Suriyankietkaew & Avery, 2016). As stated by (Avery, G.C., Bergsteiner, 2011), management practices should generate proper balance between objectives in ecological, economic and social levels help to achieve higher organizational performance, resilience and sustainability. There ought to be a paradigm shift to encourage enterprises to be able to resist any externality to achieve business sustainability. It is undeniable fact that business sustainability is about change and change require leadership. The business leadership need creative thinking that require innovation, different ways of doing business, adapted and collaboration, and for this to happen the researchers advocate that the leaders in today's business think of themselves as having possibility to become creative change agents who are ready and willing to sacrifice for the entity where they get their daily bread and prestige.

This does not mean that traditional top-to-down approach to leadership is not important but rather, the other more complex and adaptive methods of leadership engagement require thinking and doing things differently is the creative concept. In this case the researchers believe that, the values, beliefs, aptitudes that can build capacity for innovation and global mindset is what is needed to move beyond recession and clear need for training young professionals to integrate with on-the-job experience for team work and communication.

As we seek to supplement the existing knowledge of leadership, we want to emphasize that the time is due for businesses to turn away from a 'straight jacket' leadership approaches and foster the type that will help grow the business to the highest sustainable levels. The real change in business management should start from its culture; the system of beliefs, attitude to work, norms, patterns of interactions and practices to much more innovative ways that avoid chaos and improves sustainability.

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