

The Theories of Leadership: A Review of Papers

Willson Gustiawan

Administrasi Niaga, Politeknik Negeri Padang

E-mail: wgustiawan@gmail.com

Abstract

The purpose of this paper is to review some papers regarding leadership: lesson from leadership theory, traits and skills theories, leadership in temporary organization and leadership in the Chinese context. Leadership become important in discussing theory of management because it has strong relation with leading as management function. The first paper will lead us to understanding leadership theory and contemporary challenges of leaders, the second is about traits and skills theories as the nexus between leadership and expertise. The next paper is about leadership for temporary organization, such as in project management area, and the last one is leadership in Chinese context.

Keywords:*leadership theory, traits and skills, temporary organization, Chinese context*

Abstrak

Tujuan dari makalah ini adalah untuk mengulas beberapa artikel tentang kepemimpinan yaitu pelajaran dari teori-teori kepemimpinan, teori sifat dan keterampilan, kepemimpinan pada organisasi sementara dan kepemimpinan dalam konteks budaya Tiongkok. Kepemimpinan menjadi penting dalam diskusi teori manajemen karena kepemimpinan terkait dengan salah satu fungsi manajemen. Artikel pertama menjelaskan tentang teori-teori kepemimpinan dan tantangan kontemporer seorang pemimpin, sedangkan artikel kedua adalah tentang teori sifat dan keterampilan sebagai kebaruan antara kepemimpinan dan kepakaran. Artikel berikutnya adalah tentang kepemimpinan untuk organisasi yang bersifat sementara seperti tim proyek, dan yang terakhir adalah tentang kepemimpinan dalam konteks budaya Tiongkok.

Kata kunci:*teori kepemimpinan, sifat dan keterampilan, organisasi sementara, konteks Tiongkok*

INTRODUCTION: LEADERSHIP THEORY

Before the theories of leadership are described further, the first important thing is to define what leadership is. There are two approach to define leadership. First approach is common perspective that define leadership as the ability to influence others, the ability to change organizations, the ability to provide a vision, the ability to create consensus to move forward and the use of emotional intelligence. The second approach is to provide a list of important factors, frequently embedded in a philosophy that is associated with a specific individual or context.

For academics, they need to come to term with the complexity of defining leadership, the problem is often reversed as they try to be comprehensive or situationally precise. But, for practitioners, they often to decide what perspective they want to adopt for their concrete purpose and be explicit about the assumption adopted. It will be depended on the purpose of the study individually, or systems function.

The new context, tools, conceptualizations, and concerns lead to changing on leadership. Organizational aspect also the cause of the changing, such as communication patterns, the practices in organization, the education of workforce, the rise of technology, the thinning of management, coproducing with client, networking and collaborating.

Some of the contemporary challenges revealed by the author are: focus on leading for result: long-term fiscal stress, need for tough choice, globalization and the

penetration of higher levels of competition and market values; focus on leading followers: increased cynicism of employees, reduced resources to compensate; focus on leading organizations: technological revolution and the need for virtual management and leadership skills, redesigning organizations and system to fit dramatically different public demands; focus on leading systems: challenges of team-based organizational structures, unraveling social consensus; and focus on leading with values: lack of trust in political and administrative systems, confusion about which paradigm to follow (Van Mart, 2013 - Table 1 p.555).

There are five well-recognized theories of leadership as labeled as:

1. Classical management and role theory
2. Transactional leadership theory
3. Transformational leadership theory
4. Horizontal or collaborative leadership theory
5. Ethical and critical leadership theory

The current paper aims to review some papers in regard with leadership theories and discuss an application of leadership in contemporary organization and leadership in Chinese context.

LITERATURE REVIEW

Classical Management Theory

Management theory is based on the idea that organizations are system in which desired goals are achieved through the wise use of human, financial, technological, and natural resources. Leaders are not the only factor influencing organizational success, follower happiness, and constituent satisfaction, but also general significant factors and the most important factor. This theory focus on leading for results. Effective leaders understanding and accepting the complexity and demands of their roles. Lessons from this theory are there are high expectations of leaders to get results and administrative leadership requires developmental education and training.

Transactional Leadership Theory

Transactional leadership theories have focused leading followers which mean on the daily interactions of leaders and their followers. It emphasize the operational level and tended to be used among supervisor level. In this theory leaders need to use a variety of styles with followers as they pursue multiple goals, that good leaders need to be sure that followers have what they need to do the job: direction and training, encouragement and support, participation, achievement-oriented motivation, and independence when high levels of competence are achieved; good leaders can ill afford to have “out” groups; and leaders need to include followers as much as necessary in decision making and no more.

Transformational Leadership Theory

Transformational leadership is about organizational change, therefore focus on leading organizations. Transformational leaders succeed in instituting changes in structure, procedure, ethos, technology and production. They have four major characteristics: energy and determination, vision, provision for challenge and encouragement for subordinates: and an appropriate degree of risk taking. This theory believe that although not everyone can be a charismatic leader, everyone can be a transformational leader. A major and important role of leaders is to facilitate change—

both the mission and vision, as well as the values and culture. Transformational leadership is rarely at the expense of transactional leadership; it is in addition to it, and generally, it is hard to achieve transformation if transactional leadership does not precede it. Leaders do not have to know exactly what the change must be—only that it is needed and that there are different ways of achieving it. While transformational leadership requires a great deal of leaders in terms of passion, commitment, energy, and insight, there are many dangers for leaders whose belief in themselves becomes egotistical.

Horizontal and Collaborative Leadership Theory

This theory focus on leading system. Horizontal and collaborative leadership theory came with idea that effective leadership often reduces the need for formal leaders by facilitating the use of substitutes such as providing or increasing levels of training, unambiguous tasks, clear protocols, effective frontline problem solving and recruitment selection based on intrinsic satisfaction. Leader need to be extremely careful to avoid getting in the way of leadership because it is ultimately a process, not a person. Some lessons that we can withdraw from this theory that sometimes leaders need to foster systems in which they are not needed or leave them alone when they are working well; delegation can be leadership at its best; horizontal leadership is increasingly valued in a well-educated world of fast change; horizontal leadership is increasingly necessary outside the organization, too; this is widely called “collaborative leadership”.

Ethical Leadership Theory

Ethical leadership theory focus on leading with values. Ethics-based approaches to leadership tend to include three major concerns or pillars: the intent of individuals, selecting the proper means for doing good, and selecting the proper ends. Good administrative leaders instill and build trust, understand duty and keep the common good in mind at all times. According to this theory, leaders demonstrate integrity, good leaders know themselves and emphasize the positive, which is often called “authentic” or “positive” leadership, and Good leaders know how to lead through service, spirit, sacrifice, and sustainability.

Traits and Skill Theories

In traits theory of leadership as Kirkpatrick and Locke (1991) postulated, there are six traits of leader, those are drive, the desire to lead, honesty and integrity, self-confidence, cognitive ability, and knowledge of the business. Meanwhile, Judge et al. (2002) based on Goldberg’s five traits found extraversion being the trait most associated with leadership. The trait approach focused exclusively on the leader, not on the situation, and is concerned with what traits exhibit and who has those traits. Since the construct of expertise may include personality traits, it was appropriate to ask whether experts could like leaders. Multiple studies have shown that traits and skills are attributes of expertise.

Positing on Northhouse (2007) summarization of leadership traits, Germain and Tejada revealed four of those characteristics would clearly be found in experts: intelligence, self-confidence, determination (drive), and sociability (outgoing). Intellectual ability is positively related to leadership. This is where the nexus between leadership and expertise traits is clear: experts are problem solvers. Self-confidence is another trait that distinguishes individuals who are in a leadership role. It is the ability to be certain about one’s competencies and skills. Determination is the desire to get the job done and includes characteristics such as initiative, persistence, dominance, and

drive. Sociability is a leader's inclination to seek out pleasant social relationships. Leaders who show sociability are friendly, outgoing, tactful, and diplomatic.

Common leadership and expertise traits can be summarized as follows:

- Ambitious
- Able to judge/assess
- Outgoing
- Self-confident/self-assured
- Knowledge
- Problem-solving skills
- Intuitive
- Able to deduce
- Able to improve
- Charisma
- Drive

The strength of trait theory of expertise, that it is intuitively appealing. The trait approach is consistent with the perception that experts are a special kind of people with gifts who can do extraordinary things. Therefore, expertise could be a combination of traits and skills theories. Although, one of the limitations of trait theory is that it does not possess strong predictive power, there were prior to meta-analysis, many traits studied and many conflicting results, and a trait approach may ignore a situational specificity.

However, the trait approach can be applied by individual at all levels and in all types of organizations. The traits approach suggest that organizations will work better if the people in managerial positions have designated expertise profiles.

METHOD

To serve the purpose this paper review four papers. Methodologically, this paper utilize library research which involve a series of study in collecting data from secondary library through comparing, contrasting, criticizing, synthesizing and summarizing. This paper belongs to basic research to explore fundamental concept of leadership theories and its development in applying the concept in organizational setting or cultural context.

The four papers are as follow: Lessons from Leadership Theory and the Contemporary Challenges of Leaders – Montgomery Van Wart, Donald P. Moynihan (2013); Traits and Skills Theories as the Nexus between Leadership and Expertise: Reality or Fallacy? – Marie-Line Germain (2012); Leadership in Temporary Organizations: A Review of Leadership Theories and a Research Agenda – Ana K. Tyssen, Andreas Wald & Patrick Spieth (2013); and Business Leadership in the Chinese Context: Trends, Findings, and Implications – Zhi-Xue Zhang, (George) Zhen Xiong Chen, Ya-Ru Chen & Soong Ang (2014). The first two papers will lead us to understanding leadership theory and contemporary challenges of leaders, and traits and skills theories as the nexus between leadership and expertise. The last two are discussing in leadership for temporary organization and leadership in Chinese cultural context.

The first paper reviewed the major findings of the organizational leadership literature and to identify the important overarching insight, specifically those of particular importance to today's leader in administrative position in public sector. The paper concentrated on leaders in the public sector with career administrative position, generally occupying civil service positions, that is the focus is organizational leadership in the public sector rather than political or policy-making leadership. This article has purposes: to provide a frame for what is constant in leadership and what is new in

leadership; to present five well-recognized theories of leadership. For each leadership theories, the author focused both on the latest research findings and on those aspect of the literature that have been endured the test of time, also explained a broad lesson and offer some insights.

The second paper is about traits and skill theories as a nexus between leadership and expertise. The purpose of this article is to investigate the extent to which expert and leader characteristics converge. For that, the author reviewed some research journal article and books on the topics of leadership trait theory and expertise.

The third paper analyzed the implication of temporary organizations for leadership and provided a systematic review, which relates the specificities on temporary organizations to different leadership theories. The authors started with elaborating on the specific characteristics of temporary organization, then they evaluated existing leadership theories, discussed the possible factors that influence the emergence of leadership in the context of each characteristic, identified leadership theories applicable to temporary settings, and finally suggested a research agenda for leadership in the temporary organizations.

In the last paper, Zhang and his colleagues first introduced the three streams of Chinese leadership research, then discussed how Chinese leadership has co-evolved with the firms' transformation and institutional environment in China, then presented a summary of four papers regarding the issues, and finally suggested future research directions.

DISCUSSION

Leadership in Temporary Organization

Research in leadership in temporary organization have challenged scholars, because of specific characteristics of this temporary forms of organizing, such as project and programs. Temporary organization are characterized by discontinuous personal constellations and work contents, a lack of organizational routines, and a cross-disciplinary integration of internal and external experts. Many theoretical approaches that build on the assumption of fairly stable and continuous organizational environment partly neglect important characteristics of temporary organizations. Temporary organization may require different approaches.

Temporary organizations can be seen as aggregates of individuals temporarily collaborating for a shared cause (Packendorff, 1995). There are some characteristics of temporary organizations: Temporariness, with consequences or challenges that hampers development of positive relations (i.e. trust) and shared values/norms; Missing/ambiguous hierarchies, participants mainly obliged to line function, potential "authority gap" of project leader, inter-divisional and hierarchical collaboration hampers teambuilding processes; Changing work teams, frequent changes allow for less time for beneficial group processes, difficulties in developing group cohesiveness and commitment; Heterogeneity of members, coordination and communication across disciplinary boundaries may be difficult, individual knowledge not sufficient, limited recourse on experiences and routines; Unique project-outcome, higher uncertainty and risk involved, creativity and autonomous decision making required.

Yukl (2012) based on House et al. (1999) defined leadership as the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization.

Based on the temporary organization's characteristics and leadership definition, the authors arranged procedure for classifying leadership theories. They analyzed if the respective characteristics of temporary organization was explicitly considered by

leadership theory could be adapted to the characteristics or not. If not considered, they asked whether leadership principle adaptable or not, and if considered, they looked for supported empirical research. Where they did not find any supported research, they considered whether it can be deducible or non-deducible (Figure 1, p. 55). They identified some research streams and theories applicable to temporary organization with leadership approaches of person-oriented, situation-oriented, interaction-oriented, and team-oriented (Table 2-5, p.55-60).

Leadership research must pay attention to temporary organizations. Specific characteristics may lead to behavior that differ significantly from permanent settings. The authors identified several approaches and factors for further assessment regarding the leadership in temporary organizations with four elements: time, team, task and transition. They found three research fields in leadership in temporary organization:

1. Leadership aiming at establishing relationship in regard to the task, with person-oriented (Learning Theory) and interaction-oriented approaches
2. Leadership influencing or accelerating team effectiveness, with the person-oriented (attribution Theory), interaction-oriented (Transformational Theory), and team research
3. Leadership regarding nature of task and team composition with situational-oriented (Contingency, Normative Theory) and team research.

They concluded that several aspects requiring further attention in temporary settings have been found in all mainstream of leadership research, including the need to combine the streams. Findings from follower-oriented regarding attribution process aspects might lead to valuable suggestion for project settings, the application of normative leadership could help guide project leaders, and contingency approaches might help identify leadership behavior that are generally appropriate to projects. They also found that LMX theory and transformational theory could applied in temporary settings. Further study should be the combination of these approaches in order to broaden and deepen the knowledge on leadership in temporary settings.

Leadership in The Chinese Context

There are some research approach regarding the leadership of Chinese business. First, in building context-free theories using Chinese samples that they did not incorporate with Chinese context. Modifying or adapting existing leadership construct and theories, found some dissatisfactory. In Developing new construct and theories in Chinese context, they found six leadership dimensions related to task behavior and people management aspects. Regarding the trends in business leadership in China, there were some macro and micro perspective that we can consider: the co-evolution of leadership and business environments and the value changes of young workers. In this article the authors also reviewed four major papers that examined different leadership topics in Chinese context.

They suggested the direction for future research due to leadership in Chinese context, since most of studies conducted in China mainly focused on validating western management theories and most scholars neglected the Chinese context in theories. This leadership research not only would make theoretical contributions but also practical implication especially for Chinese managers. They suggested two levels of research: strategic leadership during Chinese institutional changes and leadership behavior in influencing employees.

CONCLUSION

As conclusion, these papers give us some coherent lessons in the leadership theories, even though they are too complex, but the field continues to provide relevant insight. Implications that we can get from the papers that leadership scholars and public administration scholars can learn from the broader literature, so that they can learn each other. They have to realize that interdisciplinary learning is important. The lesson of leadership must be reinterpreted, and the public sector leaders' competencies must also be reevaluated, because of the changes of the world.

Specifically, for the second paper, to judge that the traits and skill theories as a nexus between leadership and expertise as reality or fallacy is not easy. Since, the author through this research suggested that leaders and experts might share similar characteristics, with expertise encompassing skill theory. Precisely, it is an open opportunity to conduct another research to prove it. The author has provided some common leadership and expertise traits and skill that disjoint between leadership and expertise constructs that we can use to encourage the research. The research can use the leadership theories describing in the first paper. For the first step, class discussion should be interesting thing to do, because the class consists of many business leaders and experts.

Reading the last two articles, it become clear that leadership could be depend on the conditions of what kind of organization (permanent or temporary) as well as the context of people. Therefore, it is an open opportunity for us to continue of study in leadership that is such interesting area to explore. Scholars can do it with interdisciplinary approach and different point of view, other context, or perspective.

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