

## Chapter IV

### DISCUSSION

The study was aimed to establish the main factors constituting the leadership phenomenon and the psychological profile of the political, organizational, and military leadership in Pakistan.

Reviewing the historical development of the research conducted on leadership as already discussed in chapter I and II, we see that the trait theories and various researches conducted on their basis were more prevalent in 1930s and 1940s (e.g., Bird, 1940; Jenkins, 1947; Kilbourne, 1935). In 1950s the behavior of the leader was an important factor in various studies on leadership (e.g., Halpin, 1973; Rush, 1973). Situational approach in the study of leadership received importance in 60's and 70's in which the contingency theories made a great headway in studying the leadership (e.g., Fiedler, 1967; House, 1971; Yukl, 1971). Transactional, transformational, and charismatic leadership theories and research has come up in 80's (e.g., Bass, 1985; Conger & Kanungo, 1988). In the 90's emphasis for the research on leadership has shifted from leader traits to followers attributes and perceptions (Hollander & Offermann, 1990).

The historical development of the research on leadership reflects that it is a complex social process. The emphasis on factors responsible for the phenomenon has kept on changing. After a comprehensive review of the approaches for leadership presented in the first chapter the researcher conceived at a model of leadership. The model points out that leadership is an interaction between the leader attributes, followers needs, and the situational context in which leader and followers have to operate (Figure 1, p.25). Leaders attributes, followers, and the situation are blended together in a three dimensional chain in such a way that each aspect influences the other two and is also simultaneously being influenced by them. Each factor has an integral role in the *ecosystem of leadership*. If we take out any one of the three, the ecosystem will be disturbed and functioning of the rest

of two will not be effective. This ecosystem of leadership presents a broader perspective of the approaches and theories of leadership presented in the first chapter. It makes an effort to perceive a relationship amongst them.

Ecosystem of leadership led the researcher in formulating the first objective of the study, that leadership is an interaction between the leader attributes, followers needs and the situation in which leaders and followers both have to operate. Leader, follower and situation continuously keep on affecting each other and also are simultaneously affected in turn by each other. The results of the study support the leadership ecosystem model. The results indicate that followers attribute a different set of traits, characteristics, qualities, and behavior manifestations (psychological profile) for leaders who have to operate in different situational contexts. Results also indicate that the attributes of the followers are reflective of their needs and the situation in which leaders and followers have to operate.

Present study has used a recent approach for the understanding of leadership i.e., the followers attributions (Hollander & Offerman , 1990). In the subsequent paragraphs results of the study will be discussed in detail. It will be seen that how the results have supported the leadership ecosystem model and how has this model presented a broader perspective of leadership approaches discussed in the first chapter.

Leadership Assessment Scale developed in the present study to formulate leaders psychological profile contains traits, characteristics, abilities, skills, behavior manifestations, and situational demands essential for a leader. All these factors were attributed by the followers/subordinates and leaders. Presence of attributes such as, honest, bold, confident, social, and behavior manifestations in the scale such as, helpful to people, considerate with subordinates, political reliability, placing country before life provide unification of the trait and behavior approach.

In the situational approach the situational determinants of behavior such as *role played by the leader* (Kahn, et al, 1964) and the *demand constraints and choices* of the leader (Stewart, 1982) are also taken care of in the present study when leaders reflecte

their own attributions and these attributions were in accordance with the situational demands as mentioned above. In the contingency theories, Fiedler's (1967) contingency theory gained most of the popularity (as discussed in chapter 1). Fiedler's three main factors for effective leadership i.e., task structure, leader position power, and leader member relationship have been incorporated in this study in broader perspective. Task structure in the present study were the conditions in which political, organizational, and military leaders operate, the situation prevailing in their department and over all situation of the country. Rapid changes in the leaders and systems of government in Pakistan have testified that the leader position is not an independent entity but has been continuously interacting with the situation and the expectations of the followers. "Most of the government systems in Pakistan have ended up in failure because they either did not have the requisite potential to run the nation or they did not live up to the expectation of the people," (Palmer, 1982, p. 86). Results of the study have supported Fiedler's last aspect of leadership phenomenon about the leader member relationship. The results of the study have pointed out that the leader, followers and the situation are integral parts of the leadership phenomenon, the phenomenon becomes ineffective whenever we detach or give less emphasis on any one of the above mentioned factors.

The charismatic, transactional, or transformational aspects of leaders personality can be judged more reliably by the followers attribution (Green & Mitchell, 1979). Similar methodology for assessment of personality factors mentioned above of leaders has been adopted in present study. Results have revealed that more charismatic attributes have been expected of the political leaders, while attributes, reflecting transactional and transformational aspects have been preferred for the organizational leaders.

The second objective of the study states that "as the situation and followers in the political, organizational, and military setup are different, so the leaders with different set of attributes or psychological profile will be effective in political, organizational, and military setup. A psychological profile, as reasoned in chapter I, is the sum total of the

characteristics, traits, abilities, skills, and behavior manifestations present in an individual. With the attributions of followers/subordinates, psychological profile of a political, organizational, and military leader has been framed.

A political leader as emerging from the results is preferred to have attributes such as, helpful to people, democratic, politically aware, politically reliable, and has public contact (Table 3 and Figure 2). Similar results were found by Verba and Nie (1972) in their study of political activity in America in which they have extracted two important factors "Cooperative activity and citizen-initiated contacts" to be important for political leaders. In the present study, the members of National and Provincial assemblies of Pakistan preferred to be nationalist, patriotic, and one who places country before life. On the contrary the simple voters expected their leaders as ones who are able to solve their problems and have political reliability. When leaders and the subordinates were studied for development of Leadership Behavior Questionnaire by Ohio State University similar results were obtained by Hemphill and Coons (1957). They found that leaders preferred behaviors which were of "Initiating Structure" while the subordinates preferred behaviors for leader which were covered under the factor "Consideration". Demographic variables such as age, education and income did not play any significant role in the preference of attributes for a political leader. Age, education and income groups preferred more or less similar attributes for political leaders (Appendix I).

Organizational leader as reflected in the results is expected to be competent, hardworking, responsible, intelligent and professionally sound (Table 3 and Figure 2 ). Government employees in Pakistan prefer their leader to be caring, honest, responsible, intelligent and patriotic. Government employees, specially the bureaucrats have a strong influence on the masses of Pakistan (Altaf, 1988). Keeping this factor in view people prefer their government heads to have the attributes as mentioned above so that their problems are taken care of and they can also look forward towards progress and prosperity in their country. Most of the semi government organizations in Pakistan are of

commercial nature and the attributes preferred for their leaders in the present study are competent, intelligent, impressive, professionally sound and honest (Table 5 and Figure 4 ). Similar results were obtained when attributes preferred for heads of private and business organizations were studied. Minor differences were found on demographic variables in the organizational group (Appendix II).

A military leader in Pakistan is expected to be bold, places country before life, has initiative, is able to command and control, is honest, is professional, takes care of his subordinates, is patriotic, is disciplined and responsible. In the military group (Table 3 and Figure 2) we see that most of the attributes of the scale are rated high for a military leader. As said earlier one of the reasons for such a pattern for a military leader in Pakistan is that, military has ruled this nation for more than half the years of its independence. Secondly when ever a physical disaster such as an earthquake or flood and a social unrest such religious or ethnic crises occurs, army is called for rescue. Thirdly the social, economic and political conditions of Pakistan have weakened parliamentary institutions and civilian organizations which have thereby increased military intervention hence more is expected of a military leader in Pakistan. When mean of sub groups of military group that is fighting, supporting and services arms were studied they were compatible and gave more or less a same picture (Figure 5). Similar were the results when means for officers and other ranks of military were compared (Figure 6). This also gives an indication that the military group is more harmonious in nature. Means when compared for various demographic variables of the military group also gave no intergroup differences (Appendix III).

Analysis of variance (Table 8) and correlational analysis (Table 9) performed on the data in the present research has indicated that there is a significant difference on attributes which are peculiar to a leader. There are also some attributes of generalized nature which are preferred for the three types of leaders studied. These generalized attributes such as, intelligence, honesty, education, sociability, and responsibility were also

indicated by Bass (1981) when he conducted content analysis of leadership studies conducted on characteristics of leaders. Like wise Figure 7 is an indication of the attributes peculiar to various types of leaders which are mentioned in the corners of the triangle. The main core or the middle portion of the triangle has the generalized attributes or the attributes which are thought to be essentially present in all types of leaders. The profile of a political, organizational and military leader is determined by the attributes mentioned in the three corners of the triangle.

Factor analysis conducted on the data supports both the objectives of the study. Principle component analysis when restricted to three factors determines the first factor as a military leader. This factor explains the maximum variance, (33%), which supports the fact that military leadership is given more importance in Pakistan. Military leader is rated high on most of the attributes as he is more domineering and is supposed to solve all the major crises of the country. The second factor has attributes with high factor loading which belong to a political leader and the third factor loads high on attributes preferred for an organizational leader. Factor analysis alongwith the sifting of attributes for a political, organizational and military leader also indicate that the scale developed in the study is able to assess an effective political, organizational and military leader in Pakistan (Table 10 & 11).

The second objective of the study is supported by the results, as discussed above, and is further confirmed by the varimax rotation of the data. In this analysis factor I presented leader oriented traits, factor II was loaded high on traits concerned with followers or subordinates and factor III was loaded high on traits which can help or assist the leader to control the situation for effective leadership (Table 12).

Least Preferred Coworker (LPC) scores in study II, make a political leader more social oriented and military leader as task oriented (Table 13). A political leader without a social contact with his followers will not be able to win the strength for wining an election and remaining in power. Military leaders are more task oriented as the nature of their job

in Pakistan is more demanding and they are expected to handle difficult tasks like physical calamities and socio-political crises on which other leaders fail. The organizational leader have a middle LPC score as they consist of leaders who look after government, semi government and private organizations. In accordance with the varying nature of their tasks and situations they are required to be both social and task oriented.

Study III is a validity study indicating that attributes preferred for a particular type of leader are not changed if one is assessed by his own group members (leader and followers) or by the group members of the other groups. Attributes preferred for various types of leaders remain consistent (Table 14, 15 & 16).

Study I has also revealed that although the leaders from the political, organizational and military fields have certain overlapping attributes but these attributes have a distinct order of precedence in their respective leadership profiles. People oriented attributes occupy the upper hierarchy in the political leader, where as in the organizational and military leadership, the professional and dynamic attributes occupy the top positions in their respective hierarchies. Incidentally the history of Pakistan presents very critical examples in this regards, one such example came up at the time of large scale nationalization of the private business and industrial organizational in early 70s. This step proved to be a failure and after a lapse of two decades government is again privatizing the organizations which were nationalized about 20 year ago. Various reasons have been put forward for the failure of the nationalization of industrial units but the main factor, emerges out as a common phenomenon, is that due to the process of nationalization the original organizational leadership was mostly replaced by the bureaucratic leadership of government officials. These bureaucratic heads were not able to deliver the goods effectively and the industrial units started showing decline in their production and earnings (Altaf, 1988). Same industrial units when denationalized have become productive and profit oriented under their private leaders. Experience of a leader in an organizational setup also plays a vital role in its productivity (Fiedler, 1992). Leadership experience and

leader performance are interrelated and thus the blind swap over of experienced leaders from one role to another or from one organization to another can be counter productive (Bettin & Kennedy, 1990).

A second example in the above context is found in frequent promulgation of martial law due to the unstable political situation in Pakistan. A military leader is though rated high on most of the leadership traits but utilization of these traits are only perceived as justified when it is done in his own field and role. "Martial law has never been popular in the eyes of the masses and they have always made a lot of hue and cry against this type of regime" (Waseem, 1994, p. 6). These examples from the history of Pakistan do testify the findings of the present study that the leadership which is selected, trained and developed for certain role may not be expected to deliver the goods in the other fields because of the basic variation in the leadership profile. The cross utilization of leadership or swap over of roles in the field which are at variance with the original leadership profile have usually been counter productive in Pakistan. Richard Nixon in his book 'Leaders', while discussing the profiles of great leaders narrates that 'There has long been a wide spread belief in the United States that what the country needs is a top flight business man to run the government, someone who has proven that he can manage a large scale enterprise efficiently and effectively. This misses the mark. Management is one thing. Leadership is another. Businessmen who without changing their style and techniques, not adopting the profile of a political leader (who is able to persuade followers by reason and move them by emotion) have often proved to be a failure. (Nixon, 1982, p.4).

Present study has endeavored to put forward a conceptual model of leadership which is named as "Ecosystem of leadership". The model represents a holistic view of the leadership approaches discussed in the first chapter. Data analysis of the study provides a good support for the ecosystem of leadership. Psychological profile of a political, organizational and military leaders are in accordance with the needs of their followers and the situations in which they have to operate. The study has indicated a new dimension for

the understanding of leadership. It has pointed out that leadership is a complex social phenomenon and it can only be well understood when the followers attributions for the leaders are analyzed. Analysis of the data of the study indicates that these attributions for leaders are based on the needs of the followers and the situation in which the leaders and the followers have to operate. The importance of followers, their needs and the situation in which they have to function are integral ingredients for the understanding of leadership phenomenon. The ecosystem of leadership gives a new direction for the study of leadership on the lines of holistic approach, and places emphasis on the simultaneous interaction of the leaders, followers and the situation.

### **Limitations of the Present Study**

Following are some of the limitations of the present study:-

1. In the study the psychological profile of only top level leaders has been framed and studied. It would have been a more comprehensive study if the psychological profiles of various levels of leaders would have been framed and their differences could have put forward for more comprehensive results.
2. The end result variable in the present study has been subordinates satisfaction; other end result variables such as the 'group performance,' and its 'leaders effectiveness' on the group have not been taken into account. These variables if included in study would have produced more detailed results.
3. The intervening variables in the leadership processes such as group dynamics, observable subordinate behavior, subordinate commitment and resistance in reaction to influence attempts by leader, power of the leader, managerial motivation and skills, play an important role in influencing the attributions of subordinates for their leaders. If certain controls had been put on these intervening variables it would have led to the formation of a more comprehensive psychological profile of the leader.

### **Direction for further research**

Given below are some guidelines for further research:-

1. Present study has encompassed the leader traits, behavior, influence processes, subordinates perceptions, and situational variables but the need still remains to control the intervening variables and end result variables. So research problems like “how do the leaders personality, values, and behavior interact with followers personality, values, and behavior ?” remain to be researched.
2. Present study has pointed out the influence of situation on the reciprocal leader and the subordinate. Further research is required to find out how does the leader adjust to the situation and what measures he adopts to change it so that it helps in his effective functioning.
3. Studying the comparative psychological profile of different levels of leadership in a particular group.
4. A cross cultural study of psychological profiles of leaders comprising leaders of different countries.
5. Within group differences of status, age, education, and income, if studied in detail can throw further light on different angles of the psychological profiles of leaders.