THE COMPLEX LEADERSHIP AND MANAGEMENT CHALLENGES OF THE FOURTH INDUSTRIAL REVOLUTION IMPACTING THE OVERALL PERFORMANCE AND EFFECTIVENESS OF ORGANIZATIONS; AND WHAT STRATEGIES COULD BE EMPLOYED TO OVERCOME THEM EFFECTIVELY.

by

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Acknowledgment

Life, until we transition from this world, is a continuous learning process. It's been an awesome, enjoyable, challenging, and memorable journey so far, that could not have been traversed without the

- challenges hurled at me by acquaintances and adversaries in the garb of empathizers, that helped build my integrity and character,

- encouragement received from associates, colleagues, mentors, and well-wishers,

- recognition, combined with the undaunting support, from all my family members and close friends, young and old alike, and

- everyone who believed in my vision and mission to work selflessly for the betterment of humanity.

I am grateful to every human being and domestic pets (we now have five lovely cats living with us inside our home, whereas we once had a family of thirty-six felines, in a combination of American short-hair, doll-faced Persian, and a few Siamese - each one an integral part of our family) who have touched my life in different ways, for their respective, important roles in shaping my life. I could not have reached this stage in my life without the important lessons learned from them, both directly and indirectly.

This important stage in my life is just the beginning of my humble efforts in trying to contribute and give back to society; and making this world a better place for all living creatures.

In the words of the great poet Robert Frost, there's "Miles to Go Before I Sleep".

ABSTRACT

THE COMPLEX LEADERSHIP AND MANAGEMENT CHALLENGES OF THE FOURTH INDUSTRIAL REVOLUTION IMPACTING THE OVERALL PERFORMANCE AND EFFECTIVENESS OF ORGANIZATIONS; AND WHAT STRATEGIES COULD BE EMPLOYED TO OVERCOME THEM EFFECTIVELY.

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The importance of effective leadership in contemporary organizational environments cannot be overstated. This study examines the complex and diverse aspects of leadership, the difficulties it presents, and its changing significance in modern-day organizations. This study focuses on

exploring the dynamic relationship between leadership and management, the ethical utilization of power, and the ramifications of the Fourth Industrial Revolution on leadership methodologies.

Purpose: The objective is to conduct a thorough examination of difficulties encountered by leaders and managers in a variety of organizational settings, to elucidate the complexities of leadership, and to underscore its crucial significance in influencing organizations' results.

Methods: This study undertakes a comprehensive analysis of existing literature to create a solid theoretical framework, utilizing scholarly sources to examine important ideas such as problems in leadership, ethical utilization of power, relationships between leadership and management, and the transformational impact of technology.

Results: A range of leadership obstacles, including difficulties in communicating, resolving conflicts, and navigating ethical quandaries are revealed. The concept of leadership transcends mere authority and encompasses ethical utilization of power - a task that has become progressively intricate in contemporary society. Although leadership and management are separate concepts, they are interconnected, since managers have a role in establishing favorable work conditions. The integration of technology and management in the Fourth Industrial Revolution has resulted in the transformation of leadership practices, leading to improved efficiency.

Conclusion: The presence of effective leadership is of utmost importance in navigating organizations through the complexities and obstacles of the modern day. This study highlights the complex characteristics of leadership and its significant influence on achieving organizational objectives, the need to employ ethical practices in power utilization, and the interdependent functions of leadership and management. Furthermore, it highlights the impact of the Fourth Industrial Revolution on leadership methodologies.

Implications: The findings have substantial implications for academics and practical applications, enhance comprehension of the intricate nature of leadership, provide valuable advice for leaders and managers as they navigate the ever-changing organizational environment, and highlight the imperative of ongoing adaptation and creativity in leadership to achieve excellence in a dynamic and continuously evolving global context.

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LIST OF ABBREVIATIONS

Abbreviation	Description
AI	Artificial Intelligence
AR	Augmented Reality
CSR	Corporate Social Responsibility
DEI	Diversity, Equity, and Inclusion
HEIs	Higher Education Institutions
HRM	Human Resource Management
ML	Machine Learning
MLQ	Multifactor Leadership Questionnaire
TPB	Theory of Predictive Behavior
NPs	Nurse Practitioners
RL	Responsible Leadership
SASA	South African Schools Act
TM	Talent Management
TPB	Theory of Predictive Behavior
TRA	Theory of Reasoned Action
VR	Virtual Reality

CHAPTER 1:

INTRODUCTION

1.1 Introduction – Research Background and Scope

The fate of each organization is determined by its leadership. The significance of this factor lies in its ability to determine the success or failure of organizational institutions. Leaders are individuals or groups who are crucial to the exercise of power, governance, authority, and the establishment and maintenance of empires. Various attributes and characteristics are necessary for assuming a leadership role. The efficacy of management is contingent upon the process of leadership acquisition. There exist a multitude of characteristics that exert an effect on leadership, encompassing qualities, actions, authority, and routines (Gordon and Yukl, 2004). One of the common fallacies that exists is that leadership entails the exercise of power while simultaneously ensuring a careful consideration of the type of authority that should be exerted. Leadership has a crucial role in not just administering disciplinary measures and providing incentives, but also in enhancing the overall efficiency of an organization's operations. The ethical utilization of power is a significant difficulty for leaders in the modern day (Yukl 1981). Both management and leadership play crucial roles in the effective operation and advancement of a business. Both individuals have distinct contributions. Within an organizational context, leaders possess the requisite power to make choices, while managers have the task of supporting and aiding these leaders in their decision-making processes. The management of an organization creates a suitable climate for the effective functioning of the workplace. Certain authors perceive it as being interchangeable with the concept of leadership; however, they diverge in terms of their actual implementations (Lunenburg, 2011).

The organizational structure is predicated upon two fundamental attributes, namely innovation and knowledge. The aforementioned paradigm of knowledge-based organization implies the necessity for a technological revolution. Therefore, the fourth revolution has implemented an alternative managerial model characterized by a reduced number of management and leadership tiers. This has resulted in the transformation of companies into intelligent or knowledge-driven entities. The integration of artificial intelligence into design and its use inside organizations presents several growing issues. The convergence of technology and management in the fourth industrial revolution has resulted in enhanced leadership efficiency (Chirimbu, 2014).

One of the prominent trends in leadership pertains to the utilization of consultant services, which implies the recognition of the necessity for external experts to offer their thoughts and help in areas like problem-solving, training, and various routine activities. Another contemporary viewpoint is that of dispersed leadership, which refers to the inclusion of middle management within the organizational structure. The implementation of this initiative will facilitate and enhance collaborative learning throughout the whole enterprise. Additionally, the concept of entrepreneurial competency is considered a contemporary viewpoint within the realm of leadership. Being an entrepreneur is synonymous with being inventive. The entrepreneur is responsible for transforming risk into innovation and converting possibilities into innovative acts (Cencič and Erčulj 2019).

According to Guthrie (1999), the literature study highlights the prominent role of physicians in healthcare institutions. They engage in the optimization and management of the organizational structure. Moreover, Cencič and Erčulj (2019) explicated that within the realm of education, leaders encounter a multitude of issues that necessitate the implementation of active pedagogical leadership in order to address them. In a scholarly work by Emler (2019), the author examines

the difficulties associated with moral leadership, which encompass several obstacles such as grappling with oppressive regimes, pursuing justice, and addressing issues of unequal opportunity (Emler, 2019).

A study was conducted on leadership development, whereby they examined the prevalence of leadership crises, productivity challenges, and workplace morality concerns in various firms. Therefore, this opportunity allows organizations to create a more conducive climate by placing emphasis on these factors (Hodges and Howieson, 2017).

In today's rapidly evolving business landscape, leadership and management are fundamental pillars that underpin the functioning and success of contemporary organizations. While these roles often overlap and complement each other, they also involve distinct sets of responsibilities and functions.

Leadership can be described as a dynamic process that involves the inspiration and guidance of individuals in order to collectively attain agreed objectives (Kotter, 2017). This pertains to establishing a strategic vision for the organization, inspiring and incentivizing people, and cultivating a collective sense of purpose and guidance. Leaders who possess a combination of visionary and charismatic qualities are effective in their roles. These leaders have the ability to effectively communicate a compelling mission that resonates with people across all levels of the organization (Northouse, 2018).

A research was inspired by Kouzes and Posner's foundational book, "The Leadership Challenge," which has guided leadership development for over two decades (Kouzes & Posner, 2002). The Five Practices of Exemplary Leadership provide a realistic way to improve one and those they lead. These five practices—"Model the Way," "Inspire a Shared Vision," "Challenge the

Process," "Enable Others to Act," and "Encourage the Heart,"—cover different aspects of leadership and offer a path for leaders looking to improve.

Leadership is examined in depth in the research, which examines leaders' and managers' issues across organizational contexts (Northouse, 2018). Leadership and management dynamics are crucial to organizational success, according to the authors (Bass & Bass, 2008). They also discuss the ethical use of power, a complicated aspect of modern leadership (Ciulla, 2014), and how the Fourth Industrial Revolution has merged technology and management to improve efficiency (Schwab, 2017).

This research shows that strong leadership is essential for organizations to overcome modern difficulties. The study underlines leadership's complexity, its influence on organizational performance; and leadership and management's complementary responsibilities. The research also emphasizes ethical power use and shows how leadership practices change in our fast-changing environment.

According to Fleishman et al. (1991), during the course of the last sixty years, a variety of different categorization systems have arisen with the intention of defining the many facets of leadership. Bass (1990, pages 11–20) provided a noteworthy classification scheme that bears relevance to our conversation. Bass maintains that there are a variety of lenses through which one may examine leadership (Bass, 1990). According to certain definitions, leadership is positioned as the focal point of group processes, in which the leader plays a pivotal role in the evolution of the group and personifies the group's collective will. Alternately, one might think of leadership as a phenomenon that is based on personality. This suggests that leadership is the consequence of a collection of different features or characteristics that specific people possess, which enables these people to drive others to complete tasks. From another point of view,

leadership may be understood as a set of activities or behaviors carried out by leaders in order to bring about change within a group (Fleishman et al, 1991).

In addition, some people describe leadership in terms of the power dynamic that exists between leaders and followers. This definition places an emphasis on the fact that leaders have the capacity to influence others and bring about change. When seen from a different perspective, leadership may be understood as a transformative process that encourages followers to do more than is generally anticipated of them. One last way to look at leadership is through the lens of skills, which places an emphasis on the knowledge and abilities that are essential for successful leadership.

Even though there are many different ways to conceptualize leadership, there are a few key aspects that remain consistent: (a) Leadership is a process; (b) Leadership requires having influence; (c) Leadership takes place within groups; and (d) Leadership is centered on shared objectives. For the sake of this discussion, the following definition will serve to contain all of these components:

The process by which an individual influences another group of individuals to work toward a common objective is known as leadership (Northouse, 2018).

When leadership is conceptualized as a process, it draws attention to the fact that it is not an inborn quality but rather a transactional event that takes place between leaders and followers (Northouse, 2018). It gives the impression that leadership is a two-way street, in which case participation in it is open to all members of the organization and not only to the individual who is legally recognized as the leader (Yukl, 2013).

The most important aspect of leadership is influence, which refers to the way in which leaders have an effect on their followers (Bass & Bass, 2008). Leadership is impossible to achieve

without influence. In addition, leadership emerges within the context of groups since it includes exerting influence over a collection of individuals who are bound together by a common goal. This can refer to large-scale organizational contexts as well as smaller organizational contexts such as task groups or community organizations (Bennis & Nanus, 1985).

The focus that leadership places on common goals gives it an ethical component. This dimension emphasizes the significance of leaders and followers working together to achieve goals that are mutually accepted by both parties. Due to this common objective, there is less of a chance that leaders will resort to unethical or coercive activities, and there is a greater chance that leaders will cooperate with one another in order to achieve a shared gain (Rost, 1991).

Throughout the course of this conversation, people who are in a position to exercise leadership will be referred to as leaders, while those who are in a position to follow leadership will be referred to as followers. Both leaders and followers play an essential role in the process of leadership, with leaders being the ones who initiate connections, set up communication channels, and frequently take on the task of cultivating these relationships. Followers, on the other hand, are the ones who follow leaders (Burns, 1978).

This discourse challenges the idea that leadership is an exclusive construct that is endowed with power and significance by recognizing the ethical duty that leaders have to meet the problems and needs of their followers (Hollander, 1992). Leaders and followers are dependent on one another, which necessitates a mutual understanding and a common viewpoint (Burns, 1978; Heller & Van Til, 1983; Hollander, 1992; Jago, 1982). These inter-dependencies comprise two complementary aspects of the leadership relationship (Rost, 1991).

It is the ethical obligation of leaders to attend to the needs and concerns of followers, which fosters a holistic perspective of leadership as a collaborative and interdependent relationship

(Hollander, 1992; Burns, 1978). This viewpoint acknowledges that there are both leaders and followers; and that both types of individuals contribute individually and collectively to the complex web that is the leadership dynamic (Jago, 1982).

Statements such as "He was born to be a leader" or "She is a natural leader" are commonplace, and we have all heard them. People who approach leadership from a characteristic viewpoint frequently convey their beliefs in the form of sentences such as these. The trait view maintains that certain people are predisposed to become leaders as a result of specific intrinsic or inborn characteristics or qualities; and that these attributes are what set them apart from those who do not take on leadership roles. Some of the personal attributes that are used to identify leaders include distinctive physical variables (such as height), personality aspects (such as extraversion), and other characteristics (such as intellect and fluency) (Bryman, 1992). For example, height is one of the unique physical elements that may be used to identify leaders. When compared to discussing leadership as a process, defining leadership as a quality is quite a different endeavor. According to the characteristic approach, leadership may be conceptualized as a property, or a combination of properties, that may be owned to variable degrees by a number of different persons (Jago, 1982). This indicates that it is only present in a small number of people and that leadership is limited to those who are thought to have unique stories, which are often inherited.

1.1.1 Comparison of Assigned and Emergent Leadership:

Some people are considered leaders because of the official position they have in an organization, while other people are considered leaders due to the way other members of the group respond to them. The terms "assigned leadership" and "emergent leadership" are used to refer to these two common varieties of leadership. An individual is considered to have been allocated leadership if they have a position of authority within an organization. A few instances of assigned leadership

are plant managers, department heads, directors, and administrators. Other examples include team leaders and administrators.

However, it is not always the case that the individual who is given the responsibility of leading in a specific environment really ends up doing those duties. Emergent leadership is demonstrated by a person when others view them as the most influential member of a group or organization, despite the fact that they do not hold a formal leadership position within the group or organization (Yukl, 2013). Emergent leadership is acquired by a person inside an organization when other members of that organization encourage and accept the individual's behavior as appropriate. This kind of leadership is not bestowed onto individuals based on their positions; rather, it develops organically through time as a result of dialogue (Yukl, 2013).

According to Fisher (1974), good communication behaviors that contribute to effective leader emergence include being vocally involved, being knowledgeable, asking the opinions of others, starting new ideas, and being firm without being rigid. Other positive communication behaviors include initiating new ideas and being firm but not inflexible (Fisher, 1974).

Personality, in addition to communication behaviors, has been proven to have a role in the establishment of leadership roles, according to studies. For instance, Smith and Foti (1998) studied the leadership potential of 160 male college students and found that specific personality qualities were associated with the development of leadership potential. It was more probable that those who were more dominating, more intellectual, and more confident about their own performance (general self-efficacy) would be perceived as leaders by the other participants in their task group. Smith and Foti (1998) stated that these three characteristics may be utilized to identify persons who are seen to be emerging leaders. Despite the fact that it is unclear whether

or not these findings apply to women as well, they indicated that this could possibly be done (Smith and Foti, 1998).

The formation of a leadership role may also be influenced by gender-biased perceptions. In a research involving 40 college groups consisting of students of both genders, Watson and Hoffman (2004) discovered that women had the same level of success as men when they were given the same instructions to try to convince their task groups to make judgments of a higher caliber. In spite of the fact that women were just as important as males in their respective groups' leadership roles, ratings for them were much lower (Watson and Hoffman, 2004).

Focused on the subject of leadership, additionally, these powerful women were ranked according to their influence as being substantially less likeable than men were with comparable levels of influence. These are the findings which imply that there are still obstacles in the way of women's advancement in the workforce, as leaders, in some contexts and situations. The social sciences offer a fresh viewpoint on the development of leadership, in identity theory, as outlined by Hogg (2001). When seen through this lens, the development of leadership is the degree to which an individual possesses characteristics that are consistent with those of the group as a whole in its entirety. Over the course of a group's existence, a "group prototype" will inevitably emerge. People rise to the position of leader in the group when they become the most similar to the original leaders. Leaders are more appealing to followers when they are comparable to the prototype (Hogg, 2001). The group also confers power onto them inside the group. The leadership methods that are covered are as follows:

Books are applicable to both assigned leadership as well as emerging leadership in equal measure.

When someone takes on a leadership role, regardless of whether or not they were chosen for the role or if it arose organically, they are considered a leader. This focuses on the many aspects of leadership that take place whenever one person attempts to exert their influence on other group members, in their efforts to work towards achieving a shared objective.

1.1.2 Leadership and Power:

Because power is an essential component of the notion of leadership, there is a connection between the two. Power may be defined as the power or potential to exert influence on others (French & Raven, 1959). The populace people are able to exert influence over the thoughts, feelings, and behaviors of others when they have power.

Options for future conduct examples include those in the roles of ministers, physicians, coaches, and educators - individuals who have the ability to have an effect on us. The moment that occurs, they use their authority, the resource that they draw upon, in order to bring about change in us (Northouse, 2018).

The research that French and Raven (1959) conducted is the one that is quoted as the most frequently used function based on the foundations of social power. Within the scope of their activity, they conceived of derived strength from the structure of a dyadic interaction that encompassed both the individual doing the persuading and the individual being influenced. French and Raven (1959), identified five significant and widespread sources of power namely referent, authority, legitimate, reward-based, and coercive. Each and every one of these power structures improves a leader's ability to influence the attitudes, values, or behaviors of other people, and of those they are responsible for (French and Raven, 1959).

1.1.3 Management and Leadership

While on the one hand management and leadership might have certain parallels, there are also many key distinctions between the two. Both include exerting influence over others, collaborating with others, and working hard to achieve one's goals. The definition of leadership that was presented at the beginning of this conversation is compatible with many of the management responsibilities that are performed.

On the other hand, the historical roots of leadership and management are a significant point of differentiation between the two. Aristotle's studies provide proof that leadership dates back to ancient times, but management is a relatively new concept that originated around the turn of the 20th century as a direct result of the increasing industrialization of society. Management was once intended as a method for bringing order to organizations, which would in turn improve their level of productivity and performance. Fayol, in 1916, described the cornerstone duties of management, which comprised planning, organizing, staffing, and controlling. These foundational activities continue to characterize the area of management now, as they did when they were first outlined (Fayol, 1916).

In his book published in 1990, John Kotter compared the tasks of management to those of leadership. He came to the conclusion that management and leadership serve fundamentally distinct goals. The overriding responsibility of management is to ensure that organizations are run in an orderly and consistent manner in order to foster continuity. On the other hand, the major responsibility of leadership is to bring about development and change, as well as to encourage flexibility and positive transformation. The goal of management is to maintain order and predictability, while the objective of leadership is to foster creativity and constructive change (John Kotter, 1990).

The following illustration shows how the primary responsibilities of management and leadership are distinct from one another. Kotter emphasized that the success of an organization depends on both of these factors, despite the differences between them. Strong management without strong leadership may result in stagnation and bureaucracy, whereas strong leadership without strong management can result in aimless or mistaken change. Both of these outcomes are undesirable. The growth of capable management as well as qualified leadership is necessary for the development of effective organizations (John Kotter, 1990).

Table 1.1

Functions of Management and Leadership

Management	Leadership
Produces Order and Consistency	Produces Change and Movement
Planning and Budgeting	**Establishing Direction**
• Establish agendas	• Create a vision
• Set timetables	• Clarify the big picture
• Allocate resources	• Set strategies
Organizing and Staffing	**Aligning People**
• Provide structure	• Communicate goals
• Make job placements	• Seek commitment
• Establish rules and procedures	• Build teams and coalitions
Controlling and Problem Solving	**Motivating and Inspiring**
• Develop incentives	• Inspire and energize
• Generate creative solutions	• Empower subordinates
• Take corrective action	• Satisfy unmet needs

SOURCE: Adapted from A Force for Change: How Leadership Differs From Management (pp. 3–8), by J. P. Kotter, 1990, New York: Free Press.

The distinction between management and leadership has been emphasized by a large number of researchers, including Bennis and Nanus (1985). They argue that the primary responsibilities of management are the execution of tasks and the mastery of routines, whereas the primary responsibilities of leadership are the influence of others and the creation of visions for change. The difference between managers and leaders may be summed up in a nutshell by Bennis and Nanus's oft-quoted comment, which reads as follows: "Managers are people who do things right, and leaders are people who do the right thing."

James Rost (1991) is another person who recommends making a distinction between management and leadership. He proposes that management represents a unidirectional authority connection, but leadership involves a multi-directional influence interaction among those involved in the endeavor. The process of fostering common purposes is central to leadership, while the primary focus of management is on coordinating operations to ensure the successful completion of tasks. When it comes to bringing about significant change, leaders and followers work together, whereas managers and subordinates work together to provide products and services.

Abraham Zaleznik (1977), adopting a more myopic viewpoint, goes so far as to say that leaders and managers reflect different sorts of humans. He contends that managers have a tendency to be reactive and would rather collaborate with others to find solutions to issues than get emotionally involved in the process. Their activities are designed to limit the range of available options. On the other hand, leaders are emotionally invested and proactive, always working to mold ideas rather than only reacting to what others have said. They broaden the range of approaches that

may be used to solve recurrent issues and alter people's conceptions of what is feasible in terms of what can be accomplished.

Despite the fact that leadership and management have similarities, the differences in their histories, functions, and philosophies that guide them, make them two separate yet complementary parts of an organization's ability to function effectively.

One of the earliest attempts to investigate leadership in a methodical manner was the trait approach, which was a topic that received substantial scholarly interest during the 20th century. In the early part of the 20th century, scholars set out on a mission to determine what characteristics set exceptional leaders apart from other types of leaders. These studies, which are sometimes referred to as "great man" theories, centered on discovering the intrinsic attributes and characteristics that were displayed by well-known personalities in a variety of fields, including politics, society, and the military. Abraham Lincoln, Joan of Arc, Mohandas Gandhi, and Napoleon Bonaparte are among the historical people who have been researched. Catherine the Great and Indira Gandhi are also included. During this time period, the widespread assumption was that these characteristics were intrinsic and could only be found in a very small percentage of people who were deemed "great." Studies conducted during the period sought to identify the characteristics that indisputably distinguished leaders from followers (Bass, 1990; Jago, 1982). These studies intended to do so by comparing various groups of people.

Nevertheless, during the middle of the 20th century, the characteristic approach was met with opposition from research that questioned the universality of leadership attributes. In 1948, Stogdill conducted a seminal review in which he proposed that there was no consistent set of characteristics that indisputably separated leaders from non-leaders across a variety of contexts. It is possible that an individual who demonstrates leadership qualities in one setting will not do

so in another. The idea of leadership was rethought as a relational phenomenon that takes place within the dynamics of social circumstances. Researchers argued that personal characteristics should be assessed in connection to the unique needs of a given circumstance, despite the fact that personal characteristics remained relevant.

In spite of these modifications, the trait approach has continued to be of interest to academics, notably for the insights that it provides into the ways in which characteristics impact leadership (Bryman, 1992). For example, Lord, DeVader, and Alliger (1986) conducted an analysis of previous studies on personality traits and discovered considerable connections between personality qualities and individuals' opinions of leadership. Kirkpatrick and Locke (1991) went so far as to say that successful leaders fall into one of many broad kinds of persons who possess particular characteristics.

Recently, there has been a resurgence of interest in the trait approach, particularly in relation to visionary and charismatic leadership (Bass, 1990; Bennis & Nanus, 1985; Nadler & Tushman, 1989; Zaccaro, 2007; Zaleznik, 1977). This interest has been spurred on by a number of studies. The rise to power of charismatic leaders like Barack Obama helped bring the concept of charismatic leadership into the spotlight. An investigation of the characteristics of charismatic leaders was carried out by Jung and Sosik (2006). They focused on distinguishing characteristics such as self-monitoring, involvement in impression management, desire for social power, and motivation for self-actualization. This upsurge in the attention demonstrates that the characteristic approach continues to be relevant, with a renewed emphasis on the crucial role that qualities play in efficient leadership.

Even though research on traits was undertaken during the entirety of the 20th century, two surveys that Stogdill carried out (1948 and 1974) provide extremely helpful overviews of this

method. Stogdill's initial study consisted of a meta-analysis of 124 separate trait studies that had been carried out between 1904 and 1947. From this, he identified eight characteristics that set leaders apart from group members. He emphasized that leadership is the consequence of the interaction between an individual's attributes and the demands of the environment. The second study, which was released in 1974, analyzed 163 kinds of research that were conducted between 1948 and 1970, and it provided a perspective that was more balanced on the roles that personality and situational elements play in leadership. It provided confirmation that both aspects have an impact on leadership.

In the initial poll that Stogdill conducted, he identified a collection of key leadership attributes, including intellect, alertness, insight, responsibility, initiative, persistence, self-confidence, and sociability. These were the characteristics that made up the "big eight." On the other hand, leadership was seen as the result of a combination of personal characteristics and the particulars of the circumstance. In the second poll that Stogdill conducted, 10 characteristics that are related to leadership emerged. These characteristics include a drive for responsibility, vigor, risk-taking, self-confidence, and the ability to influence the behavior of others. This highlights the significance that characteristics play in leadership.

Mann (1959) conducted research that was quite similar to this one, and he focused on characteristics that distinguish leaders such as intellect, masculinity, adjustment, dominance, extraversion, and conservatism. The findings of Mann's study were reevaluated by Lord et al. (1986) using meta-analysis, and the results highlighted the significance of characteristics such as intellect, masculinity, and dominance in how individuals view leaders.

Early trait studies were carried out during times when males predominated leadership in a variety of domains. However, contemporary research investigates the role that gender plays in leadership

and determines whether or not characteristics such as masculinity and dominance continue to be key factors in determining who are leaders and who are not leaders.

In the 1990s, academics focused their attention on the characteristics of leadership that are related to "social intelligence." This term refers to the capability to understand and effectively respond to one's own emotions, behaviors, and ideas as well as those of others (Marlowe, 1986). According to Zaccaro (2002), social intelligence is described as the capacity to pick the optimal reaction based on situational circumstances and the social environment. This ability encompasses social awareness, social acumen, self-monitoring, and the ability to choose the optimum answer. The importance of these characteristics for good leadership was demonstrated via empirical research. In their 2004 study, Zaccaro, Kemp, and Bader included social talents as a category of leadership attributes. By doing so, they further highlighted the multidimensional nature of characteristics that are associated with leadership.

Table 1.2

Studies of Leadership Traits and Characteristics

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord DeVader and Alliger (1986)	Kirkpatrick and Locke (1991)	Zaccaro Kemp and Bader (2004)
intelligence	intelligence	achievement	intelligence	drive	cognitive abilities
alertness	masculinity	persistence	masculinity	motivation	extraversion
insight	adjustment	insight	dominance	integrity	conscientiousness

responsibility	dominance	initiative self-confidence	confidence	emotional stability openness
initiative	conservatism	responsibility	cognitive	agreeableness
persistence	extraversion	cooperativeness	ability task	motivation social
self-confidence		tolerance	knowledge	intelligence self-monitoring
sociability		influence		emotional intelligence
		sociability		problem solving

In short, the evolution of the trait approach to leadership over the course of the years has made it possible to gain significant insights into the ways in which certain qualities contribute to the leadership process. Despite the fact that the field of leadership research has been subject to a number of shifts in emphasis, including the "great man" theories, an emphasis on situational factors, and a return to highlighting the role of traits, the study of traits continues to be an important component because it provides a multifaceted perspective on the qualities that are associated with effective leaders.

Figure 1.1

Major Leadership Traits

• Intelligence

• Self-confidence

• Determination

• Integrity

• Sociability

1.1.4 Successful Trainer Qualities:

In training and development, a trainer may provide classroom instruction, individual coaching, on-the-job support, or virtual training. Successful trainers must have several traits to help learners grow. Apparently they must reconcile opposing features like:

- Being innovative and rational,

- Great presenters and listeners,

- Showing spontaneity and organization,

- Maintaining schedules while being flexible,

- Focusing on people and processes,

- Knowing specifics but accepting uncertainty,

- Focusing on details while seeing the broader picture.

Successful trainers also have assertiveness, influence, trust-building, confidence, poise, customer-centricity, articulateness, excitement, writing skills, impartiality, patience, approachability, self-sufficiency, results-orientedness, and a collaborative spirit. They are witty and business-savvy, understanding their company's industry and communicating well with everyone. These traits make good educators' lifelong learners who value lifelong learning (Kouzes & Posner, 2002).

Adults Learn Best When…

Adults learn because they desire or need to. Reflecting on recent learning experiences reveals why people learn new things. Adult learners might study to improve personally or professionally, meet needs, or grab opportunities. Trainers must understand adult learners' motivations to build effective training programs.

Malcolm Knowles, considered the originator of adult learning theory, developed numerous concepts (Knowles, 1973). These concepts include knowing why learning is important, recognizing adult learners as self-directed, respecting their experience, and appreciating their desire to absorb meaningful, useful information. Adult learners are organically motivated by self-esteem rather than salary and prioritize tasks or information that helps them cope with real-life circumstances or solve difficulties.

1.1.5 Using Adult Learning Theory in Training:

Adult learning theory must guide training design and delivery. Trainers can answer participants' queries about these concepts through their actions. Considerations for practice include:

- Understanding the Goal,

- Participants as Self-Directing Adults,

- Honoring Participants' Skills.

These concepts improve training design and delivery by engaging participants and making learning more meaningful and effective. This research explores adult learning theory in training and development, providing trainers with insights and ways to maximize their influence.

1.1.6 Communication Skills:

Successful training and development depend on good communication. Trainers must communicate well to enhance learning. Effective communication requires active listening, the ability to hold back judgments, and the ability to take information while being forceful. Trainers can establish an inclusive learning environment where participants feel heard and appreciated using these abilities.

Trainers must combine transparency and accuracy. While promoting acceptance, training participants must depart with accurate and dependable knowledge (Robinson, 2005).

Management of disruptive or excessively enthusiastic individuals requires assertiveness to prevent learning disruptions.

Questioning becomes a significant instrument for student involvement. Trainers should encourage learners to ask questions and give them enough time. Holding or utilizing a "parking lot" for inquiries is alright, but prolonged delays may reduce participation. Trainers should consider improving the training design or tempo in such circumstances.

1.1.7 Interpretation Skills:

Effective trainers interpret beyond words. These abilities need good non-verbal observation to assess participants' interests and knowledge (Brandler & Roman, 2009). Trainers should investigate any suspicions, whether they involve an individual or the whole group.

Trainers may ask about particular problems during breaks. The problem may not be related to the training session but to other variables. However, if the entire group shows indications of disengagement, such as faraway glances, crossed arms, and inactivity, the trainer must intervene immediately.

Trainers may create a happy and effective learning environment by reading and responding to nonverbal clues. Trainers can improve participant engagement and session effectiveness by quickly recognizing and resolving difficulties.

Effective communication and interpretation are essential to training facilitation. Trainers who master these qualities create an inclusive, engaging, and productive learning environment, which boosts training success. This study examines how these abilities affect training and development, providing trainers with practical advice on how to improve them.

In the realm of leadership theory and its associated academic literature, practitioners often encounter challenges due to the intricate conceptualizations, obscure terminology, and sheer

volume of theories. However, despite these complexities, the leadership literature offers valuable insights and principles. These insights are often characterized by their simplicity, elegance, and straightforwardness. The objective of this article is to review the significant findings within the organizational leadership literature and identify overarching insights, particularly relevant to contemporary leaders in public sector administrative roles (Anderson, 2010; Hooijberg and Choi, 2001). This article specifically focuses on leaders in the public sector who hold career administrative positions, typically within civil service roles. It emphasizes organizational leadership in the public sector rather than political or policy-oriented leadership. Additionally, the article addresses leadership at all levels, encompassing supervisors, and executives, and views leadership as a process rather than solely an attribute of individuals (Anderson, 2010; Hooijberg and Choi, 2001).

Following a discussion of the challenges associated with defining leadership, the article pursues two primary objectives. First, it establishes a framework to distinguish between enduring and evolving aspects of leadership. Second, it presents five well-recognized leadership theories, each associated with a body of related literature (Van Wart, 2012; Yukl, 2002). To simplify the discussion, these overarching theories of leadership are categorized as follows:

- Classical management and role theory,

- Transactional leadership theory,

- Transformational leadership theory,

- Horizontal or collaborative leadership theory,

- Ethical and critical leadership theory.

Each of these broad theories encompasses various theoretical domains and perspectives, reflecting significant research areas and historical periods. Throughout the article, we focus on both the latest research findings and enduring insights that have withstood the test of time.

In each of the five leadership theories, we extract a key lesson and present two to four insights. These insights represent consensus views among researchers in the field. Understanding these lessons is essential for individuals aspiring to leadership roles. It allows them to identify their strengths and weaknesses; and work toward personal and organizational leadership development (Phillips and Loy, 2008).

Defining leadership is a complex endeavor, as it encompasses diverse forms of leadership, including social movement, political, and organizational leadership. Even within organizational leadership, variations exist between private and public sector leadership models. To engage in meaningful discussions and practical applications of leadership, it is crucial to make fundamental distinctions, clarify assumptions, define terms, and establish context-specific mental models of leadership.

Simplistic definitions and laundry-list approaches often characterize popular literature on leadership. Such definitions may focus on singular aspects, like influence, organizational change, vision, consensus-building, emotional intelligence, or common sense. While these perspectives offer valuable insights within specific contexts, they tend to oversimplify the multifaceted nature of leadership, excluding important roles and perspectives.

Another approach involves presenting lists of critical factors associated with leadership, often embedded in a particular philosophy or context. While this approach offers a holistic perspective and examines foundational leadership principles, its effectiveness in diverse situations may be limited, requiring substantial adaptation.

Academic discussions about leadership complexity can sometimes overwhelm practitioners, as exhaustive cataloging of definitions or criticism of existing ones can be daunting. Many leadership studies focus on highly specific contexts, which, while valuable, may not be readily applicable to practitioners.

Practitioners often need to adopt a specific perspective that aligns with their practical goals and explicitly state the assumptions guiding their approach. Decisions may revolve around whether the aim is to enhance leadership skills, understand leadership as a system, or provide contextualized feedback. Additionally, considerations may include the level of analysis (individuals contributing to a leadership system or leadership as a system comprising individuals) and whether the focus is on descriptive or prescriptive aspects of leadership.

This article offers an instrumental framework by examining five levels of leadership analysis, corresponding to the five theories discussed earlier: achieving results, leading followers, leading organizations, leading systems, and leading with values. It combines descriptive analysis with prescriptive recommendations, considering both effectiveness and value-based perspectives. While this framework provides valuable insights, alternative approaches, such as exploring leadership through the lenses of power, gender, culture, or various critical perspectives, are equally valid, but beyond the scope of this article.

Leaders play a crucial role in providing the essential motivation and advice to effectively navigate organizations through periods of instability and uncertainty. The organization fosters an environment that cultivates creativity, motivates people to embrace and adapt to change, and empowers individuals to actively contribute their distinct abilities and ideas toward common objectives. Within this particular capacity, individuals in positions of leadership have a

resemblance to architects who are responsible for designing the trajectory of the organization (Yukl 2021). This entails molding its culture, values, and strategic orientation.

In contrast, management entails a distinct array of duties, mostly focused on the resolution of issues and the exercise of control. Managers are responsible for the operational activities and implementation of the organization's strategy and plans. Individuals in this role have the responsibility of ensuring the efficient execution of tasks, appropriate allocation of resources, and achievement of goals within predetermined timeframes and budgets (Robbins, Coulter, and DeCenzo, 2021).

Managers depend on established processes, procedures, and systems in order to effectively exercise control over different facets of the organization. Individuals in this role are responsible for formulating and executing policies, defining measurable indicators of success, and supervising the distribution of resources to ensure that the organization's actions are in accordance with its strategic goals. Managers assume a vital role in upholding stability and consistency within an organization's operations, consequently ensuring the smooth running of its daily activities (Daft, 2020).

It is important to recognize that these two functions, leadership and management, are not mutually exclusive but rather complementary. Birasnav (2014) aptly points out that in the context of modern organizations, both leadership and management are indispensable for driving success and addressing the myriad challenges they face. Organizations that strike a balance between effective leadership and sound management tend to excel in today's complex and competitive environment (Yukl, 2021).

Leaders provide the vision and inspiration needed to chart a course for the organization's future, while managers ensure that the organization operates efficiently and effectively in pursuit of that

vision. The synergy between these roles is evident when leaders communicate their vision to managers who, in turn, translate it into actionable plans and oversee their execution (Daft, 2020). Leadership and management represent two pivotal and intertwined aspects of contemporary organizations. Leadership sets the direction, inspires innovation, and fosters a sense of purpose, while management ensures that the organization's day-to-day operations run smoothly and efficiently. To thrive in today's dynamic business landscape, organizations must appreciate the unique contributions of both leadership and management, recognizing that they are not merely roles but rather essential functions that, when working harmoniously, drive organizational success (Northouse, 2021).

In order to successfully lead their teams through challenges and uncertainty, leaders must be effective. Even in the face of adversity, they serve to inspire, motivate, and give direction (Birasnav, 2014). Market swings and technology upheavals are only two examples of challenges that leaders may face. To deal with these complications, they must modify their strategy.

When it comes to navigating through difficulties and uncertainties in the dynamic environment of contemporary organizations, good leaders are essential. These difficulties may manifest themselves in a variety of ways, such as market swings, technological disruptions, economic downturns, or unexpected global catastrophes. Leaders are essential in guiding their teams and organizations to succeed during such challenging circumstances (Birasnav, 2014).

Providing motivation is one of the leader's key responsibilities amid trying times. Effective leaders recognize how crucial it is to maintain team spirit in the midst of difficulty. By reminding team members of the organization's overarching objectives and vision, they instill a sense of purpose and dedication in them (Northouse, 2021). This inspiration fosters a resilient mentality that inspires teams to endure and look for novel ways to solve problems.

Another essential element of leadership during difficult times is inspiration. Creative thinking and resiliency are fostered by leaders who inspire their teams. They tell inspiring tales of triumph over hardship that motivate the team to think imaginatively and adjust to shifting conditions (Yukl, 2021). Even when the way ahead is unclear, inspiration generates a culture of hope and a readiness to try new things.

Leaders provide direction and clarity under uncertainty. They provide a path for success and communicate a clearly defined vision of where the organization has to go (Robbins, Coulter, & DeCenzo, 2021). By giving their teams this feeling of direction, leaders enable their teams to concentrate their efforts and resources on important objectives, ensuring that energy is efficiently directed during trying times.

Leaders need to be flexible and adaptive in their methods. Leaders understand that diverse situations could call for different solutions since challenges rarely have a one-size-fits-all solution (Daft, 2020). Their teams are given the freedom to adapt and change course as needed because they value a culture of agility and constant learning.

The issues facing today's businesses are numerous and constantly changing. Effective leaders are aware that their responsibility extends beyond just responding to these difficulties and includes actively seeking out opportunities within them (Birasnav, 2014). Instead of seeing difficulties as insurmountable obstacles, they see them as possible catalysts for development and creativity.

In order to successfully navigate their teams through obstacles and unknowns, strong leaders are essential. They accomplish this through inspiring and motivating their teams, giving direction and clarity, and adjusting their strategy to the changing environment. The capacity of their teams to grow and succeed in the face of a variety of problems is largely up to the leadership they provide (Yukl, 2021).

There is no denying the influence that leadership has on organizational performance. Stacey (2012) emphasizes the significant impact that strong leadership may have on team and group performance, which in turn plays a crucial part in deciding the organization's overall success. Setting inspiring objectives for their teams and organizations is a crucial responsibility for leaders. They present an organization's goals in a compelling and unambiguous way (Northouse, 2021). These goals act as a compass, directing team members' efforts toward shared objectives. Leaders make sure that these objectives serve as inspiration for people to succeed rather than just chores.

Effective leaders encourage the support and active pursuit of these inspiring objectives by their teams. Leaders instill a feeling of purpose and passion in their team members by their words, deeds, and personal commitment (Yukl, 2021). They convey the importance of the organization's purpose and foster an environment at work where people are inspired to put out their best effort. Beyond just being inspirational, leadership entails supervision and execution. According to Robbins, Coulter, and DeCenzo (2021), leaders are in charge of ensuring that plans and strategies are put into action to achieve the predetermined objectives. In order to keep the organization on track, they keep an eye on progress, spot any obstacles, and make the required modifications. Because of this vigilance, objectives are realized via practical acts rather than remaining aspirational.

The landscape of leadership research has seen a substantial upheaval over the past two decades, challenging the conventional leader-centric approach and evolving towards a more decentralized understanding of leadership. This transformation has been brought about by a number of factors. Critical leadership studies have been an essential part of this development, shifting the focus away from leaders as individuals and toward leadership as a fluid, communicative process

(Schweiger et al., 2020; Tourish, 2014). This shift in focus is a direct result of the studies' contributions. Concurrently, followership research has recentered its focus on followers, though not fully decentering leadership, with the goal of exploring the roles of diverse actors in the leadership interaction (Uhl-Bien et al., 2014). This shift in the study's center of attention comes as a result of a desire to better understand how followers influence leaders. This change in theoretical perspective emphasizes the idea that leadership is a dynamic process that is continually changing and is produced within the interactions of persons who are both leaders and followers. In addition, studies have investigated post-heroic and democratic styles of leadership in an effort to conceive leadership styles that are more participatory and equitable (Barthold et al., 2022). Democratic leadership places an emphasis on techniques that value involvement via conversation, cooperation, and communication. Democratic leadership also acknowledges the role that dissent and conflict play in generating alternative collective leadership models (Uhl-Bien & Ospina, 2012). In light of recent advances, leadership is increasingly seen as something that is co-created and negotiated via interactions. This relies on the mutual acknowledgement of ties among organizational members.

Nevertheless, human resource management (HRM) practices in companies continue to cling to traditional, hierarchical, and individualistic concepts of leadership (Grint, 2005). This is the case in spite of the theoretical gains that have been made. According to Collinson et al. (2018), organizational practices continue to function under the notion that leadership is an activity that is conducted vertically from the top down by persons who possess certain characteristics and attributes. This romanticized image of leadership is reflected in the practices that organizations still use.

This study proposes that HRM methods are impacted by ideological individualism (Dundon & Rafferty, 2018), which has an effect on the manner in which businesses carry out leadership development, performance evaluation, and talent management efforts. According to Wilson (2016), HRM activities almost always give priority to individual efficacy and effectiveness, which in turn shapes the manner in which organizational members are assessed, developed, and rewarded. These leadership and HRM programs emphasize leadership development, performance evaluation, and talent management based on perceptions of fundamental personal characteristics and skills, which reinforce individualistic behaviors. This is the primary problem, as it is regarded. Due to this, organizations end up behaving only in ways that are beneficial to themselves.

1.1.8 Significant Obstacles and Evolving Business Dynamics:

According to Storey (2016), management and leadership experts as well as practitioners have increasingly acknowledged the need to modify HRM techniques to address the transitions occurring both inside and outside of businesses. New organizational formats, flattened structures, agile techniques, and team-oriented work arrangements need innovative approaches to leadership, with an emphasis on teamwork, problem-solving, and decision-making (Pfeiffer et al., 2021). New organizational formats, flattened structures, agile methodologies, and team-oriented work arrangements demand novel ways of leadership.

Moreover, the modern organizational landscape is defined by complexity, unpredictability, ambiguity, and uncertainty, which necessitates a shift in leadership narratives and mindsets. This transition is necessary since the contemporary organizational landscape is characterized by these characteristics. According to Bushe and Marshak (2014), the conventional notion of leadership

as a visionary undertaking headed by a single individual who shows the way may become a barrier in organizations that are subject to fast change and complicated dynamics.

In addition, organizations are coming up against an increasing amount of pressure to provide solutions to large-scale problems such as climate change, poverty, and inequality (George, 2016). Collaborations across organizations, with an emphasis on inclusion and discourse in decision-making processes, have become an increasingly crucial component of response strategies to these difficulties (Antonacopoulou, 2022).

The contention made in this paper is that alterations in the inter-organizational interactions between organizations ought to be preceded by modifications within the organizations themselves that create collectivity, commonality, and relationality. In order to bring individual, group, and organizational self-interests into alignment with a more comprehensive concern for organizational social impact, it is important to achieve such changes in the operations of the business, both internally and outside. It is necessary to make changes in HRM practices and initiatives, both informal and formal, in order to develop ongoing mechanisms that encourage collaboration and relationality. These changes will lead to shifts in organizational structure and processes that favor collaborative, inclusive, and collective people management practices that are centered on well-being, fairness, and equality (Dundon & Rafferty, 2018).

1.1.9 Contemporary Methods of Leadership:

Recent leadership theories are challenging the conventional leader-centric perspective by identifying leadership as a dynamic, co-created phenomenon that is entrenched in everyday interactions and discussions. These theories challenge the traditional leader-centric perspective because they recognize leadership in this way. These theories stress leadership as a communal, social activity that involves various actors (Denis et al., 2012). According to Fairhurst et al.'s

(2020) research, leadership practices may be practiced by individuals at all levels. They emphasize the process of leaders and followers mutually influencing one another (Uhl-Bien & Ospina, 2012), and consider leadership as a collaborative and communal duty (Jackson & Parry, 2018). These viewpoints may nevertheless romanticize leaders and ignore organizational power dynamics, according to some critics (Collinson et al., 2018; Schweiger et al., 2020; Tourish, 2020).

According to Schweiger et al.'s (2020) research, the move toward processual leadership viewpoints acknowledges leadership as a co-created phenomenon that exists within fluid connections and dynamic interactions. It places an emphasis on the significance of working together, reaching an agreement, engaging in discourse, and communicating. On the other hand, there are many who suggest that these points of view may unwittingly ignore organizational processes that exacerbate uneven power connections (Tourish, 2020). According to Jackson and Parry (2018), processual leadership theories place an emphasis on the notion that leadership is a collaborative social process that engages various actors and calls for a varied set of talents and competencies rather than being restricted to a small group of leaders at the top of organizations. According to Grint (2010), these methods are particularly useful in settings that are both complicated and unpredictable. In such settings, it is necessary to collaborate across functional boundaries in order to exchange knowledge, experience, and creativity in order to provide novel solutions and fresh information. In order to have a positive influence on society, it is necessary to work together and place a strong emphasis on the links and interdependencies that exist between the various organizational actors (Antonacopoulou, 2022).

In this research, the authors claim that human resource management methods, such as leadership development, performance evaluation, and talent management, reinforce leader-centric attitudes

by perpetuating the idea that some persons are exceptional and possess critical attributes. According to Aguinis and Bradley (2015), these behaviors prioritize individualized success by maintaining a reward structure that distinguishes "stars" from others and gives individual accomplishments more weight than collective ones. In the context of the common good agenda, it is essential to investigate the consequences of HRM practices in areas such as talent management, workplace involvement, employee engagement, performance assessment, and leadership (Aust et al., 2022).

The idea of common good human resource management provides firms with chances for involvement and democratic workplace representation, thereby making it possible for locally appropriate HR solutions to meet complex problems on a global scale. According to Aust et al.'s research from 2020, workplace democracy can incorporate self-management teams that are accountable for a variety of choices, challenging traditional top-down methods.

In summary, the purpose of this study is to propose that current HRM methods should move away from individualistic and leader-centric attitudes and toward more communal and processual leadership approaches. It stresses the necessity of adapting HRM techniques in order to promote communal interests, putting an emphasis on ecological, economic, social, and human dimensions that are in alignment with the common good.

The author tackles the implications of Talent Management (TM) techniques within the framework of Human Resource Management (HRM), as well as their influence on organizational dynamics and leadership, in the author's concluding argument. The debate centers on numerous crucial topics, including the following:

Talent Management and 'Key Talents': The author describes how TM techniques frequently strive to discover and develop individuals who are deemed to be 'key talents' inside the business

(Dundon & Rafferty, 2018). He also refers to these individuals as "key talent candidates."

According to Aguinis and Bradley (2015), people often get the impression that these specific

people exhibit distinctive talents and have the ability to take on leadership responsibilities.

According to Collinson and Tourish (2015), this concept is very congruent with conventional

leader-centric approaches, which put an emphasis on extraordinary people who possess unique

skills. It is common practice for formal executives to perform subjective appraisals of employees

during yearly meetings as part of the process of identifying "key talents" (Murphy, 2020).

However, the author of the article points out that this method has a tendency to neglect the

contributions of supporting persons as well as the contextual elements that contribute to the

success of 'important performers' (McDonnell et al., 2016).

A Second component of the Argument Focuses on the Prevalent Emphasis on Individual skills

within HRM Practices (Carroll et al., 2008). A second component of the argument focuses on the

prevalent emphasis on individual skills within HRM practices. The author adds that competence

models frequently center their attention on shaping individuals to fulfill idealized roles. This

tends to develop a methodological individualism, which prioritizes the actions of individual

agents over all other factors. According to Antonacopoulou and FitzGerald (1996), this approach

ignores the significance of group dynamics, as well as the function that mutual support and

collaboration play among the many organizational players in the achievement of success.

Putting Emphasis on the Significance of Collective Expertise and Cooperation: The author

emphasizes the importance of collective expertise and cooperation inside companies. The idea

indicates that companies should not focus just on recognizing 'talent,' but rather they should take

advantage of the many abilities and areas of knowledge that are scattered among their network of

members (Grint, 2010). According to Bushe and Marshak (2014), the application of this

collaborative strategy becomes especially important when dealing with difficult problems and encouraging creativity and flexibility.

In his article titled "The Need for Inclusivity in Talent Management," Swailes believes that the field of talent management has to move away from viewpoints that are exclusive and elitist in order to be successful (Swailes, 2020). In order to address ethical and social justice challenges inside firms, inclusive talent management techniques are seen as essential. Within organizational contexts, such inclusion works to combat social exclusion and economic injustice, which contributes not only to the well-being of members but also to the larger societal influence that the organization has.

1.1.10 Reframing HRM and Leadership Practices with an Eye Toward Impact:

According to Fairhurst et al.'s (2020) research, the author suggests doing an analysis of multiple levels of organizational functioning in order to implement and maintain HRM and processual leadership in companies. At the level of the systems, organizations are strongly urged to enable dialogues among their members in order to build norms, procedures, and common goals (Raelin, 2018). This approach questions the validity of traditional individual goals and, instead, emphasizes the need for shared accountability for obtaining desired results.

In conclusion, the author's thesis emphasizes the significance of moving away from traditional, individualistic approaches to HRM and leadership practices (Collinson & Tourish, 2015). Instead, there must be more emphasis placed on methods that are more inclusive and collaborative, and which acknowledge the importance of companies recognizing the value of mutual support, working together, and making use of collective expertise.

Building and nurturing high-performing teams is one of the main responsibilities of leaders (Daft, 2020). Leaders understand that a team's combined strength may be far greater than the

capacities of its individual members. Within teams, they promote cooperation, variety, and a spirit of constant development. According to Robbins et al. (2021), high-performing teams are more inventive, flexible, and agile, which considerably increases organizational performance. Effective leadership has a favorable effect on how well a group or team performs, which spreads across the entire organization. Teams are more likely to achieve their objectives, outperform performance standards, and adjust to shifting conditions when they are motivated, inspired, and well-led (Yukl, 2021). This in turn immediately enhances the organization's overall performance and competitiveness.

There is a complex and significant relationship between organizational performance and leadership. According to Stacey (2012), effective leaders are essential for creating high-performing teams, motivating teams, and assuring execution. By improving team and individual performance, coordinating efforts with strategic objectives, and promoting an excellence-oriented culture, these leadership techniques together help the organization succeed (Northouse, 2021).

There is no one leadership style that works for everyone since leaders must adjust to the specific organizational environments in which they operate. Bolman and Deal (2017) point out that there are several leadership philosophies, some of which place a premium on individualism and insight while others do so for rationality and control. The aims and culture of the organization should be considered when choosing a leadership style.

Leadership has many facets, and each individual will have a different leadership style. Some leaders place a strong emphasis on uniqueness, innovation, and a visionary outlook. A transformational leader is a term that describes them frequently (Northouse, 2021). By

establishing high standards and cultivating a sense of mission, these leaders encourage and inspire their teams.

On the other hand, other leaders place a higher priority on reason, command, and organization. Transactional leaders are what they are known as (Yukl, 2021). To encourage performance and uphold discipline among their teams, these leaders employ rewards and penalties.

The leadership style chosen for the organization should closely match its unique circumstances. This background includes the organization's aims, values, industry, and difficulties it is now facing (Daft, 2020). In other words, there isn't a single, better leadership approach; the best approach depends on the particular conditions of the organization.

The right leadership style will depend significantly on the culture of the organization. Whether the culture is modern and dynamic, old-fashioned and hierarchical, or somewhere in between, leaders must comprehend and appreciate it (Robbins et al., 2021). An effective leader fits their leadership style into the organization's cultural norms and expectations.

The objectives of the organization should be in harmony with the leadership styles. For instance, transformational leaders may be more appropriate in an industry that is undergoing fast change and where innovation is crucial. In line with the objective of remaining one step ahead of the competition, such a management style fosters originality and flexibility among team members (Northouse, 2021).

On the other hand, a more transactional leadership style could be suitable to assure compliance and quality control in a highly regulated industry where adherence to specific rules is crucial (Yukl, 2021).

Additionally, leaders should show flexibility in their leadership stances. An effective leader may modify their strategy as conditions change (Daft, 2020). During a time of organizational

transition, they could use a transformational style to encourage change and then switch to a more transactional approach to preserve stability when the transformation is through.

The integration of digital, physical, and biological systems is what defines the fourth industrial revolution. It includes technological advancements like machine learning, automation, big data analytics, and artificial intelligence (Schwab, 2017). Organizations now act differently as a result of these innovations, which have also upended established sectors.

In the context of this transformation, smart organizations are those that use technology to their advantage to optimize operations and make data-driven choices (Brynjolfsson & McAfee, 2017). They use artificial intelligence to quickly and accurately analyze huge datasets in order to obtain insights, spot patterns, and make quick judgments.

Within intelligent organizations, effective leadership goes beyond conventional management techniques. Leaders need to be technology-competent and visionary. They should understand that technology is a powerful instrument for fostering creativity and efficiency across all organizational divisions (Northouse, 2021).

Data-driven decision-making is a strategy used by clever organization leaders. Massive amounts of data may be processed and analyzed by artificial intelligence systems to spot trends and opportunities that may escape human examination (Yukl, 2021). Leaders use these insights to make wise strategic decisions, which are essential for the organization's performance in a continuously changing environment.

Technology also improves flexibility and problem-solving. Advanced analytics are used by leaders to quickly adjust their plans in response to new difficulties (Daft, 2020). For instance, machine learning algorithms can forecast maintenance requirements in real-time, minimizing

downtime in manufacturing facilities. Leaders who are aware of and use these tools effectively can anticipate disturbances and act accordingly.

Leaders must find a balance between promoting innovation and maximizing efficiency in the age of the fourth industrial revolution. According to Brynjolfsson and McAfee (2017), technology helps organizations to automate repetitive processes so that staff members may concentrate on innovative and value-added activities. Leaders direct this transition by fostering an environment that is open to innovation and constant improvement.

Leadership comes with its own set of difficulties. Fear, vulnerability, and uncertainty are issues that many leaders struggle with, particularly when they are in charge of a major organizational transformation. To successfully handle such challenges, future leaders will need to acquire resilience and flexibility (Jaques, 2017).

When leading their teams through significant organizational changes, in particular, leaders frequently face emotional obstacles including anxiety, vulnerability, and uncertainty. Leadership is not without its personal problems. Future leaders must have resilience and adaptation to successfully handle these challenges, as outlined by Jaques (2017).

Even while it can be gratifying, leadership can be emotionally taxing. Leaders must take on major duties, make difficult decisions, and direct their teams. These obligations can become even more demanding at times of transition since leaders must guide their organizations through unfamiliar waters (Northouse, 2021).

Fear is a typical obstacle that leaders must overcome, particularly when faced with the unpredictability of consequences or opposition to change. It may be crippling to be afraid of failing, suffering consequences, or suffering personal repercussions (Yukl, 2021). Effective leaders are aware of their anxieties, but they do not allow them to control what they do.

Vulnerability, the readiness to confess doubt or recognize mistakes is frequently necessary for leadership. In order to avoid criticism or disagreement, leaders may need to discuss their thoughts and feelings with their teams (Brown, 2015). Although this openness might be difficult, it can also promote cooperation and confidence.

Leaders must deal with uncertainty, especially during times of transition. Uncertainty may make people uncomfortable, and leaders may not have all the solutions (Robbins et al., 2021). However, by exhibiting flexibility and a desire to discover answers, leaders who can deal with uncertainty provide their teams with the all-important confidence they need to succeed.

For leaders dealing with personal issues, resilience is an essential quality. It is the capacity to recover from setbacks and keep one's cool under duress (Daft, 2020). Although they recognize their emotions, resilient leaders do not let them interfere with their judgment or leadership effectiveness.

Another essential trait is flexibility. During turbulent times, leaders must respond to shifting conditions, modify their plans, and keep motivating their teams (Robbins et al., 2021). Leading organizations through transformations requires this quality.

Given these difficulties, future leaders should be developed not just in terms of technical abilities but also in terms of emotional intelligence and resilience (Brown, 2015). Emerging leaders can develop the emotional fortitude necessary to face personal problems with the aid of training programs and mentoring.

The emphasis on entrepreneurial capability dispersed leadership that involves middle management, and advising from outside specialists are just a few examples of current leadership developments (Bolman & Deal, 2017). These patterns show how leadership is changing and how crucial it is to encourage innovation and adaptability. Modern leadership practices have changed

to keep up with the dynamic environment of current organizations. These trends cover a variety of topics, including advising from outside experts, dispersed leadership that involves middle management, and a focus on entrepreneurial ability, as noted by Bolman and Deal (2017). These developments highlight the dynamic character of leadership and the critical part it plays in promoting creativity and adaptability.

The practice of using outside consultants is one important modern leadership trend. Companies understand the need to hire experts with new perspectives and ideas (Daft, 2020). These professionals advise on difficult problems, give best practices, and help with strategic choices. Organizations may access a larger knowledge base and adjust to the quickly shifting market dynamics with the help of external experts' consulting.

Distributed leadership, which entails assigning leadership tasks above the usual top management level, is another new trend. In their particular teams or departments, middle managers are increasingly viewed as leaders who can promote change and innovation (Yukl, 2021). This strategy encourages managers to have a feeling of ownership and gives them the authority to support the strategic objectives of the company. By decentralizing decision-making, it also improves flexibility.

Entrepreneurial skills are highly regarded in leadership in today's competitive world (Brynjolfsson & McAfee, 2017). It is required of leaders to demonstrate qualities like creativity, risk-taking, and a desire to question the status quo. In their organizations, entrepreneurial leaders promote a culture of innovation and adaptation. They understand that staying ahead in quickly changing marketplaces requires innovation.

Collectively, these current leadership tendencies reveal a realization of the necessity for innovation and adaptability in the corporate environment of today. While dispersed leadership

draws into the potential of a larger pool of leaders within the organization, external consultancy delivers new ideas and solutions (Robbins et al., 2021). A proactive approach to change and a desire to investigate new prospects are encouraged by entrepreneurial competence.

In modern organizations, managers and leaders must be aware of the disparities across generations in the workforce. According to Amanchukwu, Stanley, and Ololube's classification of employees into generations, each generation has its own preferences, values, and attitudes. It is essential to acknowledge and comprehend these distinctions in order to foster a positive and effective work environment.

Multiple generations cohabit in the same organizations nowadays, and the workforce is becoming more age-diverse. Amanchukwu et al. (2015) categorize these generations into groups such as the Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z. Each of these generations grew up in different historical and societal contexts, which has shaped their outlook on work and life.

Generational variations may be seen in many elements of the workplace, such as communication methods, work ethics, expectations for future employment, and technological usage. For example:

Communication: While Millennials and Generation Z frequently prefer digital communication channels, Baby Boomers may prefer face-to-face conversation (Robbins et al., 2021). Gaining an understanding of these inclinations helps improve collaboration and teamwork.

Work-Life Balance: While older generations may prioritize employment security and stability, younger generations tend to place a high value on work-life balance and want flexible work arrangements (Yukl, 2021).

Career Development: According to Daft (2020), different generations may have different expectations for possibilities of job growth. These expectations must be in line with organizational growth plans, according to leaders and managers.

Technology: Younger generations have a tendency to be more tech-savvy, which may affect how they approach problem-solving and sharing information. Technology must be used by leaders to empower and engage younger employees.

1.1.11 Developing a Harmonious Workplace:

For managers and leaders to foster a friendly and effective workplace, they must be aware of generational disparities. Several tactics consist of:

Flexible Policies: Putting in place flexible work arrangements and policies that take into account the interests of different generations for a work-life balance (Brynjolfsson & McAfee, 2017).

Mentorship Programs: Promoting cross-generational mentorship initiatives where senior employees pass on their expertise to junior staff members and vice versa (Northouse, 2021).

Effective Communication: Supporting channels of communication that are open and accommodating of various communication styles (Brown, 2015).

Professional Development: Developing programs specifically to address the career objectives of staff members from various generations (Robbins et al., 2021).

Effective leaders are required for change and adaptation as a result of the increased rivalry among organizations brought on by Globalization. To be competitive in the global economy, leaders must manage ongoing change processes (Jaques, 2017).

Effective leaders are now essential for survival and success in organizations due to the greatly increased competition brought on by Globalization. According to Jaques (2017), it is the duty of leaders to oversee ongoing change processes so that their organizations can compete on a global scale.

1.1.12 Impact of Globalization:

With the removal of geographical restrictions and increased access to international markets, Globalization has changed the corporate environment. This has greatly increased opportunities while also escalating competitiveness to previously unheard-of heights. Since businesses today compete with opponents from around the world, flexibility and reactivity are crucial for survival (Schwab, 2017).

1.1.13 Leadership's Function in Change and Adaptation:

The obstacles brought by Globalization are overcome by leaders in their organizations. This entails:

Vision and Plan: To effectively navigate the global market, leaders must have a clear vision and plan. They need to be prepared for shifts in consumer tastes, market dynamics, and new technological developments (Northouse, 2021).

Effective leaders encourage a culture of innovation inside their organizations. To keep ahead of the competition, they encourage staff members to experiment with novel concepts, technology, and business models (Brynjolfsson & McAfee, 2017).

Adaptability is a basic organizational characteristic that leaders emphasize. They must be quick to adapt to changes in the marketplace, in regulations, and in new trends (Robbins et al., 2021).

Global Perspective: In a world that is more globalized, leaders must have a thorough awareness of global markets, cultures, and geopolitical considerations (Yukl, 2021). Strategic choices and

growth initiatives are formed by this information. Effective Change Management falls under the purview of leaders. They must help their teams navigate change, deal with opposition to it, and make sure that fresh approaches are effectively used (Daft, 2020).

Constant Change to Maintain Competitiveness: Managing ongoing change is one of the crucial duties played by leaders in the age of Globalization. To be competitive, organizations must constantly change (Bolman & Deal, 2017). This means that those in positions of leadership should actively seek out possibilities for development and change.

Strategic planning, which acts as a road map for reaching goals and objectives, is unquestionably important for organizational success. However, it's crucial to understand that having a solid strategy in place does not ensure success. In order to make sure that their strategic initiatives continue to be successful, organizations must move beyond planning and engage in ongoing evaluation, as Jaques (2017) emphasizes.

1.1.14 Processes of Strategic Planning Evaluation:

A crucial initial step is evaluating the efficacy of the strategic planning process itself. This entails assessing how comprehensive, inclusive, and forward-looking the planning process is (Robbins et al., 2021). The effectiveness of the plan may be impacted by how actively involved the organization's leadership, stakeholders, and employees are in the planning process.

1.1.15 Implementation Evaluation:

Any strategic strategy, no matter how well-written, will be useless without successful implementation. Companies must often assess how effectively they are carrying out the strategy established in their plan (Daft, 2020). Examining how resources are distributed, if milestones are being fulfilled, and whether there are any implementation impediments are all part of this process.

1.1.16 Feedback and Public Perception:

The effectiveness of an organization's strategic efforts may be greatly influenced by how the public views them. To determine how the organization is regarded and if its strategy activities are in line with external expectations, feedback from stakeholders, consumers, and clients must be gathered (Brynjolfsson & McAfee, 2017). This input may be gathered through surveys, focus groups, and other types of communication.

1.1.17 Changing Needs and Adaptation:

Organizations operate in dynamic contexts, and their strategic plans need to be flexible enough to account for emerging conditions. The strategic goals of the organization are kept in line with its changing demands with the support of ongoing review (Yukl, 2021). It enables leaders to recognize new possibilities and risks so they may modify their strategy as necessary.

1.2 Research Problem

The research topic focuses on the ongoing discourse that has lasted over a number of years regarding the roles of management and leadership within organizations. This conversation has been going on for quite some time. Having said that, the relevance of this discourse has been heightened as of late. Leaders and managers alike are confronted with the unavoidable requirement of acquiring and mastering the leadership and management skills appropriate for the 21st century in order to not only survive but also prosper within the shifting dynamics of the modern global economy.

In the framework of this overall issue, numerous crucial aspects of leadership challenges in the context of the global economy come to the forefront, including the following:

1.2.1 Global Economy Leadership Challenges:

In the wake of the profound impacts of the COVID-19 pandemic, the global economy grapples with multifaceted leadership issues. These include the shifting landscape of post-pandemic employment as well as the necessary strategies for coping with disruptive changes that perpetually restructure markets and sectors.

1.2.2 Workplace Leadership Challenges:

The role of leadership in the modern workplace is fraught with a wide range of difficulties. These include utilizing technology to its fullest potential in order to boost production and efficiency while simultaneously cultivating and protecting the culture of the organization. The intersection of rapidly advancing technology and the inherently unpredictable nature of humans in the workplace creates difficult leadership conundrums.

1.2.3 Personal Obstacles to Leadership:

This aspect of leadership dives into the domain of individual and psychological hurdles that inhibit the shift from a management job to that of a leader and coach. The capacity to bring about adjustments in one's behavioral patterns appears as the cornerstone for persons who wish to climb further up the leadership ladder.

This research endeavors to give significant insights and assistance to leaders and managers who are navigating the demands of the global economy in the 21st century by addressing the various challenges that they confront; and evaluating the strategies, competencies, and frameworks that are necessary to solve those challenges. As a result, the purpose of this research is to provide a contribution to the discourse on current leadership and management, with the goal of easing the learning of the fundamental competencies and skills necessary to thrive in an ever-changing environment.

1.3 Purpose of Research

The purpose of this research is diverse and involves a number of major objectives. Each of these key objectives is meant to address crucial parts of the overarching research challenge. The following is a list of the key objectives for doing this research:

1. **To Explore Contemporary Leadership and Management Practices:** The purpose of this research is to examine and analyze the current landscape of leadership and management practices within organizations, particularly in the context of the 21st century. Specifically, this research aims to investigate and analyze the current landscape of leadership and management practices within organizations. It seeks to acquire a broad understanding of the challenges, trends, and new paradigms in leadership and management.

2. **Contribute Substantially to Academic Discourse:** One of the primary purposes of this research is to make a significant contribution to the academic discourse that exists on the topics of management and leadership. Its objective is to provide significant new understandings, theoretical frameworks, and empirical data to the current body of knowledge in the subject by means of extensive research that it has conducted.

3. **To Determine Necessary Abilities and Capabilities:** Recognizing and outlining the necessary abilities and skills that are essential for leaders and managers to flourish in today's fast-paced, ever-changing environment is another extremely important goal. This entails doing an exhaustive study of the skills necessary for effective leadership and management in a variety of organizational contexts in order to accomplish the task.

4. **To Close the Gap between Theory and Practice:** The research aims to close the gap between theoretical notions and their practical implementation. It seeks to give practical

ideas and methods that can empower individuals, leaders, and organizations to use the research results in real-world circumstances, thereby boosting the leadership and management effectiveness of those individuals and organizations.

5. **In Order to Address Specific Leadership concerns:** The purpose of this study is to address specific leadership concerns that were described in the research problem statement. These topics include challenges in the global economy, leadership conundrums in the workplace, and personal barriers to leadership. It aims to give in-depth insights, answers, and best practices that will allow you to effectively navigate these challenges.

6. **In Order to Promote Interdisciplinarity:** Due to the complexity of contemporary Leadership and Management, this research takes an interdisciplinarity-based approach in order to promote interdisciplinarity. In order to give a comprehensive understanding of the topic at hand, it makes an effort to include findings from a variety of domains, such as sociology, economics, psychology, and technology, among others.

7. **To Empower Individuals and Organizations:** At the end of the day, the main purpose of this research is to empower individuals, leaders, and organizations with the knowledge, skills, and understanding necessary to flourish in the dynamic and growing environment of leadership and management. It seeks to provide them with the resources that will enable them to successfully adapt, innovate, and lead in the twenty-first century.

In conclusion, the purpose of this research is not only to promote academic knowledge but also to assist practical change and progress in the field of leadership and management. It aims to educate, empower, and motivate individuals and organizations to navigate the complexity of today's environment in a competent and resilient manner.

1.4 Significance of the Study

The potential of this study to make considerable contributions to academic scholarship as well as practical applications in the field of management and leadership is at the heart of the significance of the work that has been done. These contributions are based on a solid foundation of previous research as well as theoretical frameworks. The significance of the study can be summarized as follows:

1.4.1 Advancing Academic Knowledge:

The purpose of this study is to contribute to the expansion of academic knowledge while also fostering forward movement in the fields of leadership and management by building upon and synthesizing previous academic research. It is aligned with the academic work of notable writers such as Anderson (2010), Hooijberg and Choi (2001), Van Wart (2012), and Yukl (2002); and it aims to deliver novel insights, unique hypotheses, and empirically proven discoveries.

1.4.2 Enriching Leadership Literature:

The study seeks to add to the existing body of leadership research by focusing on important topics and challenges that are present in modern organizational contexts. It makes a contribution to the corpus of previously accumulated knowledge by pulling inspiration from the seminal works of researchers such as Bass (2008) and Rost (1991).

1.4.3 Bridging Theory and Practice:

One of the key contributions of this research is its emphasis on bridging the gap between theoretical concepts and practical applications. It aims to give practical ideas, tactics, and best practices that are in line with the research conducted by Goleman, Boyatzis, and McKee (2002), Cain (1999), Kotter (1990), and Zaleznik (1977).

1.4.4 Empowering Leaders and Organizations:

The findings of this study carry significance for leaders, managers, and organizations that want to succeed in the rapidly changing terrain of the 21st century. In accordance with the ideas proposed by Phillips and Loy (2008), it seeks to empower individuals and entities with the knowledge and skills necessary to effectively navigate difficult challenges.

1.4.5 Insights from a Multidisciplinary Perspective:

In light of the fact that modern management and leadership involve a wide variety of facets, the research presented here takes a multidisciplinary perspective. As a result, it satisfies the requirement for comprehensive viewpoints in the area of leadership research by incorporating findings from a wide range of disciplines, such as psychology, sociology, economics, and technology.

Relevance to a Wide Range of Contexts: The significance of this study extends to a wide range of organizational contexts, as well as other sectors and industries. It tackles the shifting requirements of leadership in both the public and commercial sectors, and it chimes with the widespread applicability of leadership concepts in a variety of contexts.

In conclusion, the significance of this research resides in the fact that it has the ability to contribute to the existing body of knowledge on management and leadership, to allow practical changes, and to empower individuals as well as organizations to flourish in the modern world. It provides a comprehensive and effective framework for tackling the challenges of leadership in the 21st century, building upon the foundational works of prominent scholars and researchers.

1.5 Research Purpose and Questions

1.5.1 Research Purpose:

The major purpose of this research is to explore, analyze, and give insights on the current landscape of management and leadership in the twenty-first century. This study seeks to bridge the gap between theory and practice by providing ideas and tactics that may be put into action by individuals, organizations, and leaders in order to effectively navigate the challenges and complexity of modern leadership.

1.5.2 Research Questions:

This study will answer many main research topics in order to satisfy the purpose of the research as outlined below:

In the rapidly changing organizational environment of the 21st century, what are the most important skills and capabilities for leaders and managers to possess in order to be successful?

How can modern leaders and managers successfully address specific leadership concerns, such as those connected to the challenges posed by the global economy, those posed by challenges in the workplace, and those posed by personal barriers to leadership?

How can the findings of several academic disciplines, such as psychology, sociology, economics, and technology, be combined to create a more well-rounded understanding of modern management and leadership?

How can the gap between academic principles and practical implementation in leadership and management be effectively bridged, and what suggestions that can empower individuals and organizations can be made to make that gap smaller?

What are the overarching lessons and insights that can guide contemporary leaders in administrative positions, particularly in the public sector, that can be drawn from prominent

theories of leadership, such as classical management and role theory, transactional leadership theory, transformational leadership theory, horizontal or collaborative leadership theory, and ethical and critical leadership theory?

These research questions will serve as the cornerstone for this extensive study, which aims to shed light on the complexities of modern leadership and management and give helpful information for stakeholders operating within a variety of organizational contexts.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

Research-Specific Theoretical Framework Tailored to Address Obstacles in Leadership and Management.

1. The Goals of the Research:

- To identify and investigate the most significant obstacles that leaders and managers in modern organizations must overcome in order to succeed.

- To investigate the influence that these obstacles have on the functioning of the organization, the morale of its employees, and its overall effectiveness.

- To come up with useful techniques and solutions for overcoming these obstacles.

2. Suspect Statements:

The first hypothesis is that difficulties in leadership have a large and detrimental effect on the levels of satisfaction and retention among employees.

The second hypothesis is that powerful leadership tactics have the potential to lessen the adverse consequences of difficult management situations.

The success of an effort to overcome difficulties in leadership and management depends critically on the organization's culture as well as the degree to which its executives are aligned.

3. The Components of the Theoretical Framework:

2.1.1 Literature Review:

- The study of leadership in organizational contexts has been continuing, often becoming entangled with the complex and changing tasks of managers in contemporary commercial situations. In his essay "Leadership Challenges," Westcott (2014) explores the complexities

of leadership and clarifies the many roles and qualities that Certified Managers of Quality/Organizational Excellence must possess. The essay emphasizes how important these experts are to the advancement of process improvement projects in a variety of corporate environments, from tiny businesses to global conglomerates. Stressing the importance of developing supplier/customer relationships, financial analysis, strategic planning, and risk assessment, it presents a thorough picture of the duties assigned to these executives. One important point is the subtle difference between managers and leaders. It clarifies that managers have assigned roles that are in charge of overseeing resources within an organization, while leaders are recognized for their capacity to guide an endeavor. However, the lines between the two positions are often blurred since some people are able to play both roles at the same time. In addition, Westcott's paper deftly handles a range of leadership paradigms, including transformational and transactional leadership approaches. It illustrates the variety and flexibility within leadership models by acknowledging a range of leadership kinds, including organizational, cause, educational, public, opinion, and legislative leaders. The debate about the source of good leadership—whether it comes from inside or is learned—continues to be relevant. The paper argues for a comprehensive strategy, emphasizing that successful leaders exhibit a range of qualities including expertise, abilities, empathy, morality, teamwork, and trust. It emphasizes the value of self-belief, empathy, and moral leadership qualities as essential elements of successful leadership (Westcott 2014). Westcott's paper highlights how leadership is changing in modern organizational structures. It explores the difficulties in defining leadership, taking into account the evolution of knowledge-driven settings and organizational structure changes. The conversation also covers emotional intelligence, situational leadership models, and the fundamental traits of

effective leaders, stressing the importance of these traits in fostering teamwork, empowering

subordinates, and maintaining a relentless focus on progress.

- A research by Hodges and Howieson investigated the difficulties of leading Europe's third

  sector, which is changing dramatically as a result of social, political, and economic

  developments. Through an analysis of personal tales offered by leaders working inside

  different companies in this area, the research hopes to add to the body of current material.

  The research aims to give a better knowledge of leadership in the third sector by evaluating

  these human accounts. It highlights how important these stories are to broadening the body

  of knowledge and viewpoints on leadership while taking into account the particular

  circumstances and traits of this industry. The research also emphasizes how these stories

  provide insights into the intricacies of third-sector leaders' duties and illustrate the unique

  problems that these leaders confront. The research highlights the need to use a practitioner-

  centric perspective while attempting to understand leadership. Specifically, it emphasizes the

  need of seeing leadership through the eyes of those who are already holding leadership

  positions within the third sector. Finally, the research of Hodges and Howieson highlights

  the wider consequences of these discoveries for leadership approaches in the nonprofit

  sector. It highlights how theories and strategies for successful leadership in this changing

  industry must include experienced insights drawn from these human tales.

- A study by Safty 2003 extensively deliberates on the nuances of leadership, highlighting its

  distinction between management and governance. It argues that leadership is inextricably

  related to morality and highlights the need to model morally elevating and progressive

  principles. The majority of the literature ignores the moral side of leadership in favor of

  emphasizing leadership as efficient business management. The article says that in order to

distinguish leadership from management, leadership should be associated with a set of
principles that promote human growth for the benefit of everyone. It explores the
characteristics of a successful leader, highlighting proactive thinking, visionary attributes,
motivating dedication, and the capacity to establish trust. The book highlights the mistake of
reducing leadership to a list of characteristics and ignoring its ethical component. It stands in
contrast to the more limited but ethically aware literature on public policy leadership, which
emphasizes followers' self-actualization, moral concerns, and communication abilities. It
also makes a difference between rulers and leaders, highlighting the need for leaders to
uphold moral principles while rulers may impose their will or use force. It distinguishes
leadership from simple power or tyranny by highlighting historical examples of leaders who
showed transformational visions, ethics, and bravery in the quest for peace and development.

- In the context of the corporate world, the notion of responsible leadership (RL) is
investigated in depth in this passage. The book, which was written by Charbel and Hala
(2017), emphasizes the relevance of leaders who include ethics, corporate social
responsibility (CSR), and sustainability into the practices that they implement inside their
organizations. Due to the fact that RL is founded on ethics, psychology, and stakeholder
theory, it requires leaders to make ethical judgments while taking into consideration the
many perspectives of stakeholders. In doing so, it shows the transition away from traditional
hierarchical structures and toward network-based models, which places leaders at the center
of relationship-building with stakeholders. RL is examined from two different perspectives:
the restricted economic view, which is centered on shareholder profit, and the extended
stakeholder approach, which places an emphasis on larger public interests. This
contradiction has an effect on decision-making, with socially-oriented executives placing a

higher value on stakeholder relationships and fiduciary-oriented leaders giving shareholders higher priority. The maintenance of RL's reputation, the incorporation of social and environmental characteristics, and the maintenance of a balance between economic development and social and environmental responsibility are all issues that are connected to sustainable business practices. One of the challenges is having to reconcile the competing interests of many stakeholders, and another is putting corporate responsibility into effect. At the end of the sample, an argument is made in favor of the creation of a framework for RL. This framework would serve to direct both academics and practitioners, as well as evaluate the position of RL within other leadership theories (Charbel and Hala 2017).

- In the article authored by Jabbar in 2017, various leadership roles in strategic management are delineated. Leadership is an essential component of strategic management since it is responsible for establishing the vision, mission, and tactics involved in the effective implementation of an organization's strategic plan. An examination of the considerable influence that leadership has on the design and implementation of strategy is shown in this article. The essay highlights the need to possess strong leadership characteristics in order to bridge the gap between the fundamental principles of an organization and its day-to-day operations. According to Jabbar, successful leadership acts as a connection between the soul and the body of an organization, which implies that it establishes a connection between the overall mission and the methodical implementation of that mission. The research highlights the complex role that leadership plays in strategic management. It emphasizes the necessity for a leader to strike a balance between being strong without being unpleasant, being kind without being weak, being humble without being timid, being proud without being arrogant, and being ridiculous without being foolish. This demonstrates the significance of an

assessment process, which makes it possible to recognize potential downsides and makes it easier to adjust strategies in response to changes. These duties include the creation of an environment that is favorable to change, the formation of a leadership team, the imagining of strategies, the establishment of an assessment system, and the cultivation of a culture that is conducive to strategic management. Furthermore, it places an emphasis on the role of leadership to encourage and inspire members within an organization to work together in order to accomplish the organization's goal. This study portrays leadership as the core of an organization, reiterating the relevance of strategic leadership in the process of changing an organization into a successful entity via the implementation of appropriate strategies. The article highlights the crucial role that leaders play in creating, implementing, and assessing strategies for the success of an organization (Jabbar, 2017). This is accomplished by being a comprehensive collection of leadership positions.

- As a result of the increasing complexity of academic and administrative positions, the landscape of leadership in higher education has been subjected to a greater level of scrutiny (Drew, 2010). Recent studies have shed light on a multitude of obstacles that university administrators are currently confronted with. These challenges include the ever-changing nature of student participation, adjustments in administrative procedures, and the desire for industrial collaborations. Within the context of the higher education sector, the purpose of this study is to explore the most notable sources of friction that are experienced by administrative and academic staff members who hold leadership roles (Drew, 2010). The purpose of the research was to identify the significant issues that would be faced by universities and their leaders in the next five years. The research was performed among senior executives who were recently appointed or who were emerging from their positions at

an Australian university. According to the findings, there is a significant focus placed on the requirement of strong interaction skills in order to overcome the difficulties that have been highlighted. The essay starts out by doing a literature study on the perceived difficulties that are associated with university leadership. It then goes on to highlight the numerous areas of involvement that are necessary in the current educational landscape. An extensive number of difficulties were discovered, all of which were associated with the participation of various stakeholders. The changing methods in which students engage with universities presented a difficulty. These approaches ranged from students looking for an educational experience that was focused on practical training to students who were more interested in encouraging learning that continues throughout their lives and academic curiosity. In addition, the necessity of establishing relationships between academic fields, the private sector, and the government was brought to light, which highlights the difficulties associated with striking a balance between academic freedom and pragmatic methods that are focused on business. It became clear that one of the most significant challenges was the lack of resources, both financial and human (Drew, 2010). The battle for funds, in conjunction with the rising demands of bureaucracy, had a particularly negative impact on academic staff, which led to worries over the retention and recruitment of staff individuals. Both the upkeep of academic quality and the participation in community outreach activities were significantly hampered by the impending shortage of resources, particularly for research projects and the development of personnel. Participants emphasized how important it is to be flexible, innovative, and adaptable in response to changing circumstances. They brought attention to the fact that leaders should be willing to take risks, foster innovation, and support change in the middle of an environment that is characterized by ambiguity and constantly shifting

requirements. Those in positions of authority were strongly encouraged to cultivate an atmosphere that is welcoming to everybody and encourages creativity and various ways of thinking. In this study, a qualitative research technique was utilized, and semi-structured interviews were conducted with people who held administrative and academic leadership positions. In the course of these interviews, the participants were asked to provide their thoughts on the most significant issues that university administrators will face in the years to come. According to Drew (2010), the findings brought to light five significant themes: difficulties pertaining to finances and human resources, adaptability and preparedness for change, handling conflicting conflicts, preserving academic excellence and effective strategic leadership. In conclusion, the findings of this research shed light on the fact that leaders in higher education are confronted with a wide variety of issues. In order to successfully negotiate the intricacies of the ever-changing world of higher education, the themes that have been highlighted emphasize the crucial need for involvement, adaptation, and innovative leadership methods (Drew, 2010).

- The article by Megheirkouni and Mejheirkouni, 2020 investigates the critical challenges faced by organizations in the contemporary era and explores the imperative need for leadership development strategies to address these issues. In the context of modern organizational difficulties, it places an emphasis on the value of several leadership theories, including the skills approach, servant leadership, genuine leadership, team leadership, ethical leadership, and self-leadership, among others. The authors urge for the alignment of leadership development programs with these ideas in order to acquire the necessary abilities for conquering problem areas that are now prominent. Furthermore, the study emphasizes the need for close collaboration between human resource managers and external coaches in

the process of building multi-modal leadership development programs from the ground up. A number of behaviors, including self-leadership behaviors, genuine behaviors, ethical behaviors, and servant behaviors, as well as skills in team leadership, are suggested to be incorporated into training programs. Furthermore, it suggests that job descriptions should include a description of the leadership behaviors and abilities that are required, as well as the implementation of effective screening procedures for the purpose of hiring persons who possess leadership abilities. In addition, the article makes suggestions for organizations that want to implement self-development programs, recommending them to train their staff by providing them with materials and seminars that concentrate on leadership behaviors and skills. Additionally, it encourages leaders from across the world to improve their leadership abilities in order to effectively handle the modern issues that are present in a variety of economies. In conclusion, the paper emphasizes the need for ongoing study and advancement in the field of understanding the requirements for leadership development. This may be accomplished by matching present leadership theories with the issues that will be faced by organizations in the future. Specifically, it highlights the importance of academics delving further into the field of leadership development in order to successfully manage the ever-changing problems that might arise inside organizations (Megheirkouni 2020).

- Within the realm of higher education institutions (HEIs), Hassan, Gallear, and Sivarajah (2018) conducted a study that extensively investigates the crucial factors that have an impact on leadership. Specifically, it highlights the influence that organizational culture has on the performance of an organization by underlining the relevance of organizational culture in molding the conduct of leaders and vice versa. Particularly in higher education institutions, it

places an emphasis on matching cultural initiatives with leadership competencies in order to achieve sustainable success. Additional discussion is provided about the uncertainties that surround the connection between the efficacy of leadership and the success of a company. There is equivocal empirical support, particularly within the higher education sector, as a result of the fact that some research claims that leadership has a significant impact on performance, while other studies deny the existence of such a link. However, the text recognizes that there is a lack of clear data about the influence that demographic characteristics like place of residence have on leadership experiences. The text also states that studies have included demographic elements like place of residence. The purpose of this research is to fill gaps in our understanding of leadership behavior within the setting of higher education institutions (HEIs) that are part of the public sector, by focusing specifically on business schools. It does this by identifying popular leadership styles and the implications those types have on leadership practices, as well as by highlighting elements that influence the efficacy of leadership. It is important to note that the findings have practical consequences for a variety of stakeholders within higher education institutions, such as deans, professors, and administrative personnel. It is possible to improve the quality of decision-making and the happiness of followers by gaining an understanding of essential leadership elements. The research, which is based on the work that Hassan, Gallear, and Sivarajah (2018) have done, makes a contribution to the current body of literature by identifying important elements that have an influence on leadership in business schools that are part of higher education institutions. When evaluating the outcomes of the study, however, it is important to take into account the constraints of the study; it was conducted at a desk. In spite of this, it is necessary to do further study in order to assist policymakers and

leaders in appreciating the common leadership styles and promoting effective leadership practices in higher education settings.

- The research that was carried out by Reay, Golden-Biddle, and Germann (2003) investigates the difficulties that healthcare administrators have when it comes to the implementation and maintenance of nurse practitioners (NPs) in the province of Alberta, the Canadian province. Within the context of healthcare organizations, the purpose of this study was to investigate the management features and methods that are necessary for the effective integration of nurse practitioners (NPs).

In the past, the integration of nurse practitioners into healthcare systems has mostly concentrated on the roles and credentials of the nurse practitioners themselves, while ignoring the crucial role that managers play in the process of implementation. In the course of the research, interviews were conducted with twenty-five nurse practitioners and seven managers. The findings revealed that managers confront three primary challenges:

- Providing Clarification Regarding Task Reallocation - Managers met with difficulties while attempting to define task reallocation among members of the team with the introduction of NPs.

- Managing Changes in Working Relationships - The incorporation of nurse practitioners resulted in alterations in the working relationships that existed within the team, demanding that effective management be implemented.

- Adapting to a Changing Situation - Managers had to deal with the changing nature of team interactions in the midst of the introduction of the nurse practitioner role.

- A number of different leadership tactics were suggested by the study for managers to use in order to overcome these challenges.

- It is important to encourage members of the team to develop task demarcation.

- Maintaining job motivation requires making sure that tasks are reallocated.

- In order to overcome apparent personal conflicts, work allocation should be taken into consideration.

- With regards to the relationships inside the team, paying attention to the various views.

- In order to facilitate pleasant relationships among members of the team.

- In the process of leading the team, adopting a more holistic approach.

- Cooperatively working with the team to establish objectives that are inclusive.

- Having regular conversations with other managers on the integration of NPs and sharing experiences.

According to the findings of the research, in order to successfully establish and maintain the nurse practitioner (NP) function in healthcare organizations, managers should focus on addressing management difficulties rather than clinical ones. Through the use of certain leadership methods, managers have the power to support a more seamless integration of the nurse practitioner position and to strengthen the role's sustainability within healthcare settings. In addition, the research highlighted the necessity of management assistance in enabling nurse practitioners to flourish in their respective jobs. It emphasized the crucial role that managers play in influencing the overall performance of healthcare teams and brought attention to the obligation that healthcare managers have to ensure that nurse practitioners (NPs) receive proper assistance and supervision. In light of the findings, it was emphasized that the effective integration of nurse practitioners necessitates strategic leadership interventions from the managers; and that these interventions should encourage cooperation, clearly allocate tasks, and foster supportive team dynamics. According to the findings of the study, the clinical nurse

practitioner (NP) function may be completely integrated and respected within the healthcare system if effective leadership methods are used.

- The essay written by Wart (2013) focuses on the intricacies of leadership theories and literature within the public sector. The author's goal is to distill vital insights and understandings for current leaders who are in administrative jobs. The author recognizes the sophisticated nature of leadership theories, which can be intimidating owing to the fact that they are comprised of several complex conceptualizations and a substantial amount of material. Despite this, the paper highlights the fact that these ideas, when taken together, give useful insights that are frequently plain and elegant. Within the context of the public sector, the study focuses exclusively on organizational leadership, distinguishing it from political or policy-making leadership. It emphasizes the process rather than only concentrating on particular activities, and it covers leadership at all levels including the entire organization. There are five major ideas of leadership that are outlined by the author:
- Management in the traditional sense and role theory,
- A philosophy of leadership based on transactions,
- Leadership theory that focuses on transformation,
- Perspectives on leadership that are horizontal or collaborative,
- Theory of leadership that is both ethical and critical.

Every one of these theories incorporates a wide range of theoretical areas and points of view, and they are constantly changing and being utilized in research, teaching, and training. This article focuses on providing the most recent findings from research as well as some features of these ideas that have stood the test of time.

- An article titled "Barriers and Challenges Confronting Women for Leadership and Management Positions: Review and Analysis" was written by Haile in 2016. This study investigates the challenges that women encounter while attempting to acquire leadership roles in a variety of fields, such as the corporate world, the government, and educational institutions. In spite of their objectives and the progress they have made in school, it seeks to gain an understanding of the reasons why competent women have a difficult time achieving top managerial positions. Within the scope of this study, a review and analysis of the obstacles that women face in comparison to males while attempting to attain senior management and expatriate roles is presented. Furthermore, it investigates the cultural and legal obstacles that stand in the way of women's advancement inside organizational hierarchies. The study challenges the concept that a lack of education is the key issue that prevents women from ascending to leadership roles. It does so by acknowledging the substantial accomplishments that women have achieved in education. The ongoing persistence of inflexible mindsets, particularly in cultures that are controlled by males, is one of the important facts that are addressed in the article. These mindsets make it difficult for women to advance to positions of prominence in management. The inflexible attitude that is regarded as a significant barrier that prevents women from advancing their careers is a significant one. The research throws light on the cultural and legal elements that are additional hurdles that impede the advancement of women into leadership positions through the study. Furthermore, the paper emphasizes the need to recognize the difficulties that women encounter when they are in positions of leadership and management in order to effectively handle these concerns. By giving insights into the myriad of problems that women experience in a variety of organizational settings, the

research makes a contribution to the ongoing conversation about gender imbalance in leadership positions. The research, on its whole, provides useful insights into the obstacles and problems that stand in the way of women's advancement into positions of leadership and management. The relevance of recognizing and resolving these challenges in order to promote gender diversity and inclusion in organizational leadership is brought into focus by this.

The objective of the author is to provide an explanation of a full lesson that is included inside each theory, followed by two to four essential insights. These discoveries have received widespread recognition from researchers working in the field. The importance of understanding these lessons is emphasized throughout the text, particularly for persons who aspire to positions of leadership. On the other hand, comprehension is only the first step; putting these teachings into practice and being proficient in them presents a number of important hurdles. In general, the article emphasizes how important it is for leaders to not only comprehend the insights that may be gained from leadership theories but also take those ideas and put them into practice. It emphasizes that effective leadership requires making effective use of one's strengths, learning from a variety of experiences, having a full awareness of the present situation, and creating trust via one's character and ability. Successfully mastering these teachings is believed to be difficult, but it is very necessary for those who aspire to become good leaders.

- The research paper titled "Evolving challenges of leadership in surgery to improve inclusivity, representation, and well-being" (Mishra et al., 2023) investigates the multifaceted nature of leadership within the surgical field. The study highlights the importance of leadership that is emotionally competent, adaptable, and inclusive in order

to ensure that surgical systems continue to provide quality care. The purpose of the narrative review was to compile the most significant difficulties that surgical leaders find themselves confronted with and to provide evidence-based measures that might assist them. Through the use of several resources such as Google Scholar, PubMed, MEDLINE, and Ovid, the research provided an overview of 10 primary subheadings that encompassed difficulties that impede effective leadership and facilitate inclusion. The absence of representation of marginalized groups in leadership roles, harassment in the workplace, and the requirement for diverse leaders who empower others are all examples of these difficulties. Among the most important areas that need to be improved are the establishment of a collegial atmosphere, the establishment of rigorous reporting methods for harassment in the workplace, and the provision of support for diverse leaders through equal chances and recognition. The article highlights the necessity of increasing the participation of marginalized groups in surgical leadership posts. These groups include women, ethnic minorities, and professionals who are getting older. In order to successfully handle difficulties, it is essential to emphasize the significance of proactive communication, rigorous reporting systems, equal opportunities, formal training, mentorship programs, the avoidance of burnout, the management of conflicts, and advocacy for well-being. In conclusion, the essay highlights the need for leaders and systems to work together to handle certain issues that are associated with surgical leadership. In order to enable leaders to successfully advocate for their patients, colleagues, and professional communities, systems should provide them with support in the form of education, meaningful mentoring programs, and advocacy for their well-being.

- The article "Challenges to Leadership in Intercultural Settings: Intercultural Interactions and Knowledge Management: Research From Thailand" that was published in 2018 by Barnett and colleagues dives into the complex issues that are encountered in the field of intercultural leadership within the hotel sector in Bangkok. The uncharted territory of cultural influences on knowledge management and the relationship between those influences and successful leadership is brought to light by this discovery. Due to the wide range of cultures that are represented in the hospitality and tourist industry, it provides a one-of-a-kind environment for the study of comprehensive intercultural dynamics, the dissemination of information, and the interchange of information. The study positions itself conceptually within the realms of intercultural management, knowledge management, cultural knowledge, intercultural communication, and intercultural competence. It does this by establishing key linkages between management, knowledge management, and intercultural theory. In-depth semi-structured interviews and non-participant observations are the two components of the study technique, which is based on a qualitative interpretivist approach. A reiterative multi-step coding approach and content analysis are the two methods that are utilized in data analysis. The most important findings of the study, which were derived from theoretical constructs of intercultural competence and knowledge management, highlight the influence that cultural factors have on aspects of knowledge management such as sharing, transfer, innovation, and development. The lack of systematic studies on knowledge management within the hotel and tourist business is the reason why this research is significant. These studies highlight the relevance of cultural aspects and the requirement for practitioners in these industries to have competency in both intercultural and knowledge management.

This highlights the need to ensure that knowledge management techniques are implemented in a manner that takes into account the distinctive cultural characteristics of areas, notably across the Southeast Asian region. This research is a one-of-a-kind investigation of the ways in which cultural factors have an impact on relationships between different cultures and the ways in which these factors have consequences for the management of knowledge within the setting of Southeast Asia.

- An article titled "Leadership in higher education: Opportunities and challenges for psychologist-managers" was written by Wang, A.Y., and Frederick, C.M. (2018). This article investigates the changing opportunities and challenges that are faced by leaders in higher education. The article focuses on how these leaders adapt to changes in the workforce, as well as changes in the economy, demographics, and technology. In light of the fact that performance indicators are the primary drivers of financing models, the authors emphasize how important it is for academic leaders to adapt to these changes by adopting a commerce model. The research highlights the significance of responding to economic downturns, increasing tuition, and managing higher class numbers in order to address budget gaps during times of economic instability. In addition, it emphasizes the need for colleges to form connections with the commercial sector, establish economic centers, and give fundraising efforts a higher priority. It is widely accepted that psychologist-managers who are making the move from the private sector to higher education are recognized for their potential contributions to revenue production and their grasp of the commerce model. At the end of the piece, the author draws attention to the good features of working environments in higher education as well as the advantages that

come with psychologist-managers making the move from the commercial sector to the academic profession.

•*Table 2.1*

Synthesis of literature

Author(s)	Year	Title	Key Findings
Safty, A.	2003	Moral leadership: Beyond management and governance	Extensively deliberates on the nuances of leadership, highlighting its distinction between management and governance
Charbel, G.F. & Hala, K.Y.	2017	A systematic literature review of responsible leadership: Challenges, outcomes, and practices	Reviewed challenges, outcomes, and practices associated with responsible leadership
Jaradat, M. & Iurian, S.	2019	Adapting leadership methods to global challenges: interactive leadership: Acces la Success	Adaptation of leadership methods to global challenges, referred to as "interactive leadership: Acces la Success"
Hodges, J., & Howieson, B.	2017	The challenges of leadership in the third sector	Explored the challenges faced by leadership in the third sector

Ali Abdulridha Jabbar, & Ali Mohammed Hussein	2017	The Role of Leadership in Strategic Management	Examined the role of leadership in strategic management
Drew, G.	2010	Issues and challenges in higher education leadership: Engaging for change	Addressed issues and challenges in higher education leadership for engaging in change
Megheirkouni, M. and Mejheirkouni, A.	2020	Leadership development trends and challenges in the twenty-first century: rethinking the priorities	Identified trends and challenges in leadership development in the twenty-first century
Hassan, A., Gallear, D., Sivarajah, U.	2018	Critical factors affecting leadership: a higher education context	Explored critical factors influencing leadership in a higher education context
Reay, T., Golden-Biddle, K., & Germann, K.	2003	Challenges and leadership strategies for managers of nurse practitioners.	Identified three key managerial challenges faced by managers of nurse practitioners: 1. Clarifying task reallocation 2. Managing altered working relationships 3. Adapting to an evolving situation. Proposed leadership strategies to address these challenges.

Wart	2013	Lessons from Leadership Theory and the Contemporary Challenges of Leaders	- Emphasizes five overarching theories of leadership. Highlights key insights within each theory essential for contemporary leaders. Stresses the importance of applying leadership insights into practice for effective leadership.
Haile, S.; Emmanuel, T.; Dzathor, A.	2016	Barriers and Challenges Confronting Women for Leadership and Management Positions: Review and Analysis	- Explores the obstacles women face in attaining leadership roles across various sectors, including business, government, and universities.
Mishra et al	2023	Evolving challenges of leadership in surgery to improve inclusivity, representation, and well-being	- Increased representation of marginalized groups in surgical leadership roles is crucial. Challenges include workplace harassment and lack of diversity in leadership
Barnett, Leonard & Carter, Edward	2018	Challenges to Leadership in Intercultural Settings: Intercultural Interactions and Knowledge Management: Research From Thailand	- Cultural impacts on knowledge management and their correlation with effective leadership in Bangkok's hospitality industry. - Unique setting of the hospitality and tourism sector for analyzing intercultural dynamics,

| Wang, A.Y.; Frederick, C.M. | 2018 | Leadership in higher education: Opportunities and challenges for psychologist-managers | knowledge dissemination, and information exchange
- Higher education institutions need to adapt to economic, demographic, and technological changes to remain viable. |

2.1.2 Transformational Leadership Theory:

Transformational Leadership Theory is a leadership theory that was established in 1978 by James MacGregor Burns (Burns, 1978). It is well-recognized and important in the field of leadership. According to this school of thought, successful leadership involves more than just conducting transactions with subordinates; rather, it is predicated on inspiring and encouraging subordinates to perform to the best of their abilities. Transformational leaders are recognized for their capacity to express clear goals, develop a vision for the future, and foster innovation and creativity among their team members. According to Northouse (2018), idealized influence, inspiring motivation, intellectual stimulation, and individualized consideration are the four essential components of transformative leadership. The term "idealized influence" refers to the way in which leaders inspire others who follow them by acting as models worthy of respect and admiration. The capacity to inspire and motivate one's followers by establishing lofty goals and cultivating a sense of communal purpose is an essential component of inspirational motivation. Intellectual stimulation implies promoting creativity and critical thinking among team members, while individualized consideration entails offering

personalized assistance and mentoring to each follower. Both of these activities are important for fostering innovation and critical thinking.

Transformational leadership has been demonstrated to have a beneficial effect on a variety of organizational outcomes, according to research. For instance, Podsakoff et al. (1990) discovered that transformational leaders can increase followers' trust in the leader, work satisfaction, and readiness to engage in organizational citizenship behaviors. These benefits were seen in followers of transformational leaders. Avolio and Yammarino (2013) examine the ways in which this style of leadership might help to establish organizational cultures that place an emphasis on innovation and continual improvement. In addition, Yukl (2013) stresses the fact that transformational leadership is not restricted to a particular business or sector but can be utilized across a variety of situations. This is something that is important to keep in mind. It has been effectively adopted in a variety of settings, including businesses, educational institutions, healthcare facilities, and government agencies.

In conclusion, the Transformational Leadership Theory offers a useful framework for both comprehending and really carrying out the tasks associated with effective leadership. Due to the fact that it places a strong focus on inspiration, motivation, and individualized assistance, it is particularly applicable to the dynamic and quickly changing organizational contexts of today (Bass, 1999). This theory has been examined extensively and used in a variety of contexts, which makes it an important addition to both the field of leadership research and the field of leadership practice.

2.1.3 Change Management Models:

Organizations may traverse and assist transitions, transformations, or changes more

successfully with the use of Change Management Models, which are structured

methodologies or frameworks. These models offer an organized and methodical approach

to the planning, implementation, and management of change projects that may be used

inside an organization. Throughout the years, several models of change management

have been established, each including its own distinct collection of guiding principles and

actionable processes.

Table 2.2

Change Management Models

Change Management Model	Description
Kotter 8-Step Change Model	Developed by John Kotter, this model outlines eight crucial steps for effective change management. Steps include creating urgency, building a guiding coalition, and anchoring changes in the organizational culture (Kotter, 1996).
Lewin's Change Management Model	Kurt Lewin's model divides the change process into three stages: unfreezing, change implementation, and refreezing. It emphasizes the importance of preparing individuals for change, executing it, and stabilizing the new state (Lewin, 1951).
ADKAR Model	The ADKAR model, developed by Prosci, centers on the individual's experience during change. It encompasses five components: awareness, desire,

knowledge, ability, and reinforcement, addressing the psychological and emotional aspects of change (Prosci, n.d.).

McKinsey 7-S Framework	Developed by the McKinsey consulting firm, this model assesses seven interconnected elements that influence an organization's ability to change. These elements include strategy, structure, systems, shared values, style, staff, and skills (Waterman et al., 1980).
Prosci 3-Phase Process	The Prosci approach involves three distinct stages: planning for change, managing change, and reinforcing change. It integrates tools and processes necessary for evaluating, planning, and implementing successful change (Prosci).
Kubler-Ross Change Curve	Adapted from Elisabeth Kubler-Ross's grief model, this curve outlines phases individuals and organizations typically undergo during change, such as denial, resistance, exploration, and commitment (Kubler-Ross, 1969).
Bridges' Transitions Model	William Bridges' model focuses on effectively managing transitions amidst change. It defines three stages: ending, transitioning to a neutral zone, and the new beginning, emphasizing the psychological and emotional dimensions of transformation (Bridges, 1991).
Satir Model of Behavior Change	Virginia Satir's model defines five stages of transition: late status quo, resistance, chaos, integration, and the new status quo. It underscores the importance of communication and addressing emotions during transitions (Satir, 1991).

Agile Change Management	Based on Agile principles, this approach promotes flexibility, collaboration, and iterative change implementation. It emphasizes gradual development, continuous feedback, and adaptability (Conner, 1992).
Competing Values Framework	Cameron and Quinn's model classifies organizations into four culture types, providing guidance on effectively managing change within each type. It offers insight into how different cultures respond to change (Cameron & Quinn, 2011).

The following are some prominent models of change management:

Kotter 8-Step Change Model: This model was developed by John Kotter, and it outlines eight essential processes for effectively managing change (Kotter, 1996). Some of these steps include developing a sense of urgency, constructing a steering coalition, and anchoring changes in the culture of the organization.

Lewin's Change Management Model: The model developed by Kurt Lewin is typically broken down into three stages: unfreezing, implementing the change, and refreezing. It highlights how important it is to first prepare personnel for change, then implement change, and then stabilize the new state (Lewin, 1951).

ADKAR Model: The ADKAR model was developed by Prosci, and it focuses on the experience of change as it pertains to the person. According to Prosci (n.d.), it is comprised of five essential components: awareness, desire, knowledge, ability, and reinforcement. These components address the psychological and emotional aspects of change.

The McKinsey 7-S Framework is a model that was established by the McKinsey consulting company. It evaluates seven linked elements that affect an organization's capacity to change, including strategy, structure, systems, shared values, style, staff, and skills (Waterman et al.,

1980). These 7 components, all of which start with the letter S, consist of strategy, structure, systems, shared values, style, staff, and skills.

Prosci 3-Phase Process: The Prosci method may be broken down into three distinct stages: planning for change, managing change, and reinforcing change. According to Prosci, it integrates the tools and processes necessary to successfully evaluate, plan, and implement change.

The Kubler-Ross Change: Curve is a change model that was adapted from Elisabeth Kubler-Ross's concept of grieving (Kubler-Ross, 1969). This change model depicts how people and organizations often experience change via phases such as denial, resistance, exploration, and commitment.

Model of Bridges' Transitions: The model developed by William Bridges focuses on effectively managing transitions during times of change. It defines three stages: the conclusion, the transition to the neutral zone, and the start of something new. According to Bridges (1991), it places an emphasis on the psychological and emotional dimensions of transformation.

The Satir Model of Behavior Change: This paradigm of change, which was developed by Virginia Satir, describes five stages of transition, including the late status quo, resistance, chaos, integration, and the new status quo. According to Satir (1991), it places an emphasis on the significance of communicating and treating feelings throughout times of transition.

The Agile Change Management approach: This approach, which is based on Agile principles, encourages flexibility, cooperation, and change that is implemented in an iterative fashion. It promotes development that is gradual and progressive, as well as continuous feedback (Conner, 1992).

The Competing Values Framework that was developed by Cameron and Quinn defines organizations according to one of four distinct culture types and offers guidance on how to effectively manage change within each of those kinds (Cameron & Quinn, 2011).

These models of change management include a variety of tactics, tools, and approaches that can assist organizations in adjusting to changing conditions, improving procedures, and accomplishing the goals they have set for themselves. The type and breadth of the change endeavor, in addition to the culture of the organization and the particular requirements it has, are typically important considerations in making the decision over which model to utilize.

Leadership and Organizational Culture: Carry out an empirical study in order to get an understanding of how leaders may mold and align organizational culture in order to encourage adaptation and resilience in the face of adversity. Investigate the lessons that may be learned from case studies of companies that have managed to successfully adapt their cultures to meet unique leadership problems.

Gender and Leadership: If the situation calls for it, do research on the gender-related difficulties faced in management and leadership. We can collect data about gender discrepancies in leadership roles and the influence of gender diversity on tackling difficulties by conducting interviews or surveys to get this information.

 Innovation and Adaptability: Investigate the ways in which the leadership styles and practices of an organization have an effect on that organization's capacity for innovation and adaptability. Carry out research in the form of polls to evaluate the part that leadership plays in fostering innovation and overcoming opposition to change.

 Resource Management: Analyze the issues associated with the distribution of resources and the management of financial resources in leadership and management. Make use of the available

financial data and case studies to investigate how these difficulties may be effectively addressed through appropriate resource management techniques.

Ethical Leadership: Conduct research on the role that ethical leadership plays in overcoming obstacles associated with ethical conundrums, social responsibility, and ethical decision-making. Assessing a leader's capacity for making ethical decisions may be done through the use of questionnaires or simulated ethical dilemmas.

According to Gordon and Yukl (2004), leadership researchers have been trying to uncover the aspects of leadership that promote organizational performance for over 50 years. However, the first answer is not a simple one, as he remarked. We investigate a number of factors that contribute to the delay in identification. There is no coordination between the many specialists and professionals who are working on cultural theory and research, as well as ideas, interpretative processes, and thinking about the effects of the environment. We will discuss these mistakes and how to correct them in the following discussion.

Bennis, 2007 in his article takes a look at the most recent development in the field of leadership, as well as its present position and the societal backdrop that is influencing the growth of leadership research. The authors underline the urgent need for collaboration across neurocognitive researchers to build a uniform methodology and propose viable techniques for achieving this aim. In addition, he stated that nuclear or biological disasters, epidemics, tribalism, and the control of human civilization are the four primary threats to the safety of the entire world. Without strong leadership, it will be impossible to find solutions to the issues that are caused by the first three dangers.

According to Van Wart (2013), the variety of educational resources and cultural theory, the riddle of language, and the complexity of the notion can make it challenging for medical

professionals to comprehend. On the other hand, the facts are exhaustive and insightful. In point of fact, the truth is frequently transparent, refined, and uncomplicated. This article's purpose is to provide a summary of the most significant findings from previous research on leadership and to focus attention on the most significant takeaways, particularly those that relate to managers. When it comes to the leaders of today's population, the position of change is frequently repaired over an extended period of time.

The challenges that come with managing and directing university libraries were discussed in (Aslam, 2019). The primary objective was to investigate how CEOs of academic libraries saw the challenges they faced in their roles as leaders and how they thought professional educators might assist them. The study examined the leadership challenges faced by senior professionals working in university libraries, their potential for advancement, and the sorts of skills and abilities they would require. In order to collect data, they relied on primary sources and carried out interviews, both in-person and over the phone that were semi-structured. The writers decided whom they wanted to interview and selected 16 library administrators, managers, and leaders from around the country. According to the findings of the study, the leadership of educational libraries must be built on a common vision in order to eliminate resistance among staff members, as well as to prepare staff members for organizational change.

According to Anderson (2017), the worth of the head teacher's role as well as the relevance of the national school for educational leadership were both emphasized. It was established in 1996 with the intention of providing principals and vice principals with the most modern knowledge and skills. Additionally, the leaders of the educational system were faced with a variety of challenges to overcome. According to the information compiled by specialists, the vast majority of principals in Slovenian schools are female. The role of leader is assumed by the one who has

been selected. Issues with leadership in Slovenia include a lack of effective teacher career development, an excessive amount of administrative responsibilities, and the requirement for more time to be spent on pedagogical leadership.

2.1.4 The Unique Ethical Challenges That Leaders Must Overcome:

In their research, they identified seven challenges, including avoiding the allures of dictatorship, addressing justice, rejecting the temptation of individual gain at the price of the collective, avoiding mission failure, following a moral mandate, behaving morally, and minimizing collateral harm in the course of events. Each of these challenges is described in further detail below.

This article investigates the roles of leadership and management, the efficacy of various leadership styles, and leadership in the businesses and organizations of the 20th century. In addition to this, it analyzes the characteristics of a good manager and leader, provides an explanation of the concepts of decision-making and problem-solving, leadership and management, as well as strategies and techniques for effectively delegating authority to followers within the context of leadership and management. In addition, it says that the situation of today's organizations is that they are changing their management practices owing to, among other things, the great competition among corporations in the new global economy as well as the development of new technologies.

The unpredictability that pervades today's organizations makes it difficult for managers and leaders to take the appropriate approach to leadership and management—one that empowers workers, boosts performance, and encourages employees to embrace the organization's vision and mission—in order to accomplish the objectives that have been set. This article provides an illustration of the personality and culture of the leader, as well as the leader's passions and

beliefs, decision-making and problem-solving, expectations, and interactions with workers. All of these are essential components of effective leadership and management in a commercial setting. The organizations of the 21st century are characterized by their high rate of change. Leaders and managers need to have a mindset that is conducive to leadership and management in order to be effective and to encourage subordinates to enhance their performance toward the achievement of organizational goals.

According to (Van Wart, 2016), public organizations should execute strategies to accomplish their objectives; however, along the route, they will meet several barriers that will hinder them from realizing their aims or carrying out successful plans of action. Despite these hurdles, public organizations should execute strategies to accomplish their goals. It's possible that the efforts that public managers put into strategic planning aren't tied to any of the other crucial decision-making processes. According to research in this field, simply having a structure in place for strategic planning does not guarantee that an organization will be successful in achieving its strategic goals and objectives. It is essential to evaluate the strategic planning process that is employed and see how it interacts with the other management procedures used by the company.

This article aims to accomplish three goals: first, to highlight the challenges associated with strategy formulation, second, to identify the difficulties associated with putting strategy into practice in public organizations and third, to define the difficulties associated with strategy evaluation in public organizations. As for its methodology, this study will make use of both primary and secondary research sources. During the secondary search, the focus will be on the vast body of published material that exists in the field of strategic planning for public organizations and the challenges that these organizations face. The primary research will be

qualitative in nature, and its principal focus will be on identifying challenges that occur during the process of selecting, putting into action, and evaluating a plan.

According to Gabriel (2015), management and leadership are two distinct, though complementary action processes. Both are essential to achieve success in a company climate that is both collaborative and competitive. In management, everything revolves around effectively handling complicated situations. On the other side, leadership is predicated almost entirely on adapting to change. Planning and budgeting are the primary tools that businesses utilize to manage complexity. Planning and making the correct personnel decisions may help management become more effective at putting its strategy into action. Management and problem-solving skills are vital to management in ensuring that plans are carried out as intended. Since it is the responsibility of the leader to bring about change, it is necessary for leadership to identify this transformation.

According to (Mansaray, 2019), there has been a lot of research done on how important leadership is in the process of managing organizational transformation. The role of leadership is consistently emphasized throughout the available research, and the writers make an effort to provide this data. Leaderships such as communication and organizational leadership have been proven to be successful in promoting improvements in management processes. Take a look at the information. Additional research demonstrates that leadership is one of the most important factors in effecting positive change in an organization. An individual demonstrates leadership, for instance, when they direct other individuals to follow their decisions in order to accomplish the objectives of the organization. Furthermore, we see that leadership has emerged as an essential component for all types of organizations in order to accomplish development and maintain a foothold in an environment characterized by severe commercial rivalry.

It is motivated by the concept that no nation can achieve more than its educational leaders are capable of doing. This theoretical debate aims to investigate the larger context of leadership and its influence on the development of school management in order to better understand both of these topics. The present state of research on educational leadership and its role in school administration is examined in this research article. In the introduction, the meaning and underlying philosophy of cultural research, theory, and practice are discussed in a concise manner. In conclusion, this is an examination of culture. At the end of every chapter, there is a thorough review of the ongoing issues as well as the potential remedies. This essay draws the conclusion that success may be ensured by effective leadership, adherence to fundamental values, and implementation of appropriate techniques (Amanchukwu et al., 2015).

(Tarique & Schuler, 2010) brought attention to the fact that the current operational environment of the majority of organizations is one that is unstable, highly competitive, complicated, and global. The majority of organizations are still confronted with several global challenges, such as mobility, managing two generations of workers (workers who are older or more mature, and workers who are younger), and under-skilled workers. Organizations must go global and manage their human capital to address these challenges in order to have a chance to succeed and sustain a competitive edge in the years to come (Tarique and Schuler, 2010).

(Omotayo, 2015) made the point that with the advent of the information economy, efficient management of information has taken on a greater amount of significance. According to him, the ability of an organization to successfully handle information is one of the most important factors in establishing long-term competitive advantage. This article provides a literature study on the pertinent topics in order to discuss the significance of knowledge management in organizations. According to the findings of this study, knowledge management is not only an essential

instrument for an organization's ability to endure, compete, and be profitable but also an essential component of the organization's overall performance. For this reason, it is essential for organizations to properly develop, manage, distribute, and utilize information in order to fully realize the value that information can provide (Omotayo, 2015).

(Hawkins, 2009) is of the opinion that excellent leadership is a challenge for the humanities because it is a real and meaningful phenomenon. Leadership is essential for efficient work, successful management of an organization, and productive teamwork. Leadership helps officers become more powerful and emphasizes the need for teamwork and collaboration. The performance of each employee suffers as a direct result of the management and leadership. Inspiring objectives for the future year are made by those in leadership positions. Encourage and inspire your staff to support these aims, and thank them for their efforts. Keep an eye on how well people are following the strategy. Construct and cultivate a group of people who can assist leaders in accomplishing their objectives (Hawkins, 2009).

Creativity and expert knowledge are the two components that make up organizational design. This idea behind the organization acknowledges the requirement for new forms of technological advancement. The fourth revolution implemented new management tactics since there is less leadership and control currently than there was in the previous revolution. Due to this, organizations are now thought of as being smart or intelligent organizations. Many of the issues that have surfaced in recent times can be mitigated via the development of artificial intelligence and its use in various types of organizations. The Fourth Industrial Revolution has brought about a merger of management and technology, which has paved the way for the possibility of effective leadership (Phipps & Burbach, 2010).

(Cuban, 1988) makes a clear contrast between management and leadership, connecting management with maintenance tasks and associating leadership with change. He emphasizes the significance of both dimensions in organizational activity and claims that leadership comprises both initiating change and persuading people to attain desired goals. On the other hand, managing entails effectively and efficiently sustaining the current organizational structures, with a general emphasis on maintenance as opposed to change. The literature acknowledges the importance of managing and leading because various situations and epochs call for diverse reactions.

The challenges in school leadership are highlighted by Day et al.'s (2001) research of "effective" schools, particularly the conflict between management, which is linked to systems and "paperwork", and leadership, which is focused on the growth of people. Bush (1998, 2003) equates management with execution and technical issues while leadership is associated with values and purpose. For schools to function effectively and to achieve their objectives, administration and leadership must be given equal weight.

Leithwood et al. (1999) point out that principals may not always be aware of whether they are leading or managing in their daily jobs; they are only carrying out their duties for the school and its students. However, the nature of their job should always be in line with the circumstances and requirements of the school. For instance, failing schools may need to place greater focus on fundamental management to guarantee operation before visionary leadership can take the lead.

The perceived importance of conceptualizing educational leadership and management in effective school development and educational systems has led to a global concern. Despite this, it is still unclear which leadership behaviors provide positive results. Understanding different strategies is crucial since discerning leaders need a toolkit to deal with issues and everyday

difficulties. The key models of educational leadership are discussed in this part, together with the associated models of educational administration (Bush & Glover, 2002; Bush, 2003).

The South African Schools Act (SASA) (1996) and other self-management initiatives in numerous other nations have expanded the focus on educational leadership and management (Huber, 2004). Principals are frequently given guidance on management and leadership, some of which lack solid theoretical underpinnings. Understanding these models is essential because governments sometimes utilize conceptual terminology while reinterpreting them for political ends. The models covered here provide different viewpoints on activities and actions in educational institutions, influencing choices and illuminating the range of opinions on good leadership.

Different approaches to comprehending and interpreting school-related events and behaviors are represented by the various theories of educational leadership and management. These theories about how educational institutions need to be run come from several ideologies. Eight leadership models are categorized, with the six main models of educational management - formal, collegial, political, subjective, ambiguous, and cultural - reflecting the diverse and intricate landscape of educational leadership and management ideas (Bush & Glover, 2002).

According to Fayol (1930), the foundation of management theory is the idea that organizations operate as systems, pursuing their goals through the efficient application of various resources, including human, financial, technological, and natural. According to Gulick and Urwick (1937), effective management involves a variety of tasks, some of which are planning, organizing, staffing, directing, coordinating, reporting, and budgeting.

Leadership is one of the most important factors affecting the overall success of an organization, as well as the contentment of its constituents and its followers. It is crucial to remember that

leaders are not the only contributors, even though they play a pivotal, and sometimes the most critical, role in obtaining these outcomes. However, it is important to recognize that leaders are not the only contributors. According to research conducted by Dull (2010), there is a significant correlation between trusted leadership and feelings of contentment, freedom to express opinions, and perceived levels of performance. However, it is important to recognize that leadership is sometimes idealized, even in situations in which leaders are thought to play substantial roles (Kets de Vries, 1988; Waldman et al., 2001). This is something that should be taken into consideration. Administrative leaders, particularly those working in the public sector, frequently encounter constraints that limit their ability to effect meaningful changes (Kaufman, 1981; Van Wart, 2012). Additionally, the success of change attempts depends on a variety of factors in addition to leadership alone (Fernandez, Cho, and Perry, 2010).

According to Mintzberg's research from 1973, leaders are the ones who are tasked with the responsibility of managing and coordinating work inside complex systems that are characterized by frequent distractions, system deterioration, and external challenges. In times of instability and crises, these diversions and challenges are amplified, necessitating a distinct skill set (Boin and Otten, 1996; Wheatley, 2006). This calls for a different skill set. According to Buckingham and Coffman (1999), it is essential to keep well-trained and high-performing personnel if you are able to satisfy the varied and unending requirements and expectations of your followers. According to Moynihan (2004), maintaining quality in constituent satisfaction requires leaders to regularly assess the situation and make necessary adjustments.

The plethora of roles that leaders must play, each of which calls for a unique set of skills, prerequisites, and challenges, makes leadership a very difficult endeavor. According to Fernandez, Cho, and Perry (2010), these jobs cover a variety of responsibilities, including human

relations, change facilitation, diversity management, and integrity. These responsibilities

frequently include competing ideals and goals, which makes them significantly more difficult to

fulfill during times of social upheaval, economic strain, dwindling trust, fluctuating markets, and

rapid change. As their positions expand, many leaders face the risk of becoming derailed,

becoming overwhelmed, or remaining stagnant (McCall, Lombardo, and Morrison, 1988). Both

the expectations and the challenges are enormous. In order to fulfill their technical functions and

effectively lead in a variety of styles, leaders need to develop a diverse set of skills (which will

be discussed further on). In addition, the further leaders advance in their positions, the more

relevant experience they need in order to be able to handle their positions (Jaques, 1989).

The Transactional Leadership Theory places an emphasis on the day-to-day interactions that take

place between leaders and their followers, with a primary concentration on the operational levels.

Although these theories are most commonly used by managers at lower levels, CEOs can also

benefit from understanding them. According to Hersey and Blanchard (1972), effective leaders

make it a priority to guarantee that their followers have access to all of the resources they

require, such as guidance, instruction, support, involvement, motivation for success, and

independence as they advance in their abilities. The expectation theory serves as the foundation,

with leaders acting as facilitators of employee motivation by addressing core requirements to

guarantee that followers possess the capability, conviction that they will be successful, and

perception that their efforts will have value. It is possible for leadership styles to change

depending on the developmental stage of the followers, shifting from directing to coaching,

assisting, and eventually delegating tasks as the followers progress. In spite of the fact that these

models have been criticized for being overly simplistic, they continue to be used in supervisory

training.

As advised by House in 1996 and House and Mitchell in 1974, one more method for understanding the requirements of followers is to look at the role of the leader in laying out clear pathways for the accomplishment of shared goals.

In conclusion, management theory emphasizes the role of organizations as systems that are working towards the achievement of goals through the utilization of resources (Fayol, 1930). On the other hand, leadership is a critical but multifaceted aspect of the success of an organization, with leaders facing a variety of roles and challenges when managing and leading their teams.

2.2 Theory of Reasoned Action

In the late 1960s, Martin Fishbein and Icek Ajzen created a theory in the fields of social psychology and behavioral science known as the Theory of Reasoned Action (TRA). The purpose of this theory is to explain and predict individual behaviors, particularly those that are associated with decision-making, attitude formation, and behavior modification.

Cognitive theories such as the Theory of Reasoned Action (TRA), which was first presented by Ajzen and Fishbein in 1980, and its subsequent development, the Theory of Planned Behavior (TPB), which was proposed by Ajzen in 1985 and 1991, offer a conceptual framework for understanding human behavior within particular contexts (Ajzen, 1985). Both of these theories were proposed by Ajzen. These theories, particularly the Theory of Planned Behavior, have been put to extensive use in predicting and explaining a variety of health-related behaviors, which has led to their widespread implementation.

The core premise of the Theory of Reasoned Action proposes that a person's intention to execute a certain behavior serves as the most dependable predictor as to whether or not that person will really participate in that behavior. In other words, a person's intention to conduct behavior is the

best indicator of whether or not they will actually perform that behavior. Attitudes and subjective norms are the two main influences that shape these intentions. To put it another way, if a person has a positive attitude towards a particular behavior and feels that it is socially relevant or acceptable to individuals in their immediate environment, then they are more likely to have intentions to engage in that behavior.

In a nutshell, the Theory of Reasoned Action (TRA) and the Theory of Predictive Behavior (TPB) give a structured framework for explaining how cognitive processes impact human behavior. They stress the importance of intentions, which are formed by an individual's attitudes toward the behavior and their perception of social or peer norms connected to that behavior. Intentions are molded by an individual's attitudes toward the behavior and their perception of societal or peer standards associated with that behavior. According to Ajzen (1985), these theories have been extensively employed in the field of health behavior research in order to predict and explain a variety of activities connected to health.

The central proposition of the Theory of Reasoned Action is that the behavioral purpose of an individual is the most important factor in determining whether or not they will engage in a particular behavior. There are two primary aspects that have an impact on a person's behavioral intention:

Attitude towards the behavior: This component indicates an individual's personal opinion of a particular behavior and how they feel about it. It includes beliefs about the consequences or outcomes of the behavior as well as the general happy or bad sentiments connected to it. In other words, it provides an answer to the question, "Do I think that this behavior is good or bad?"

The term "subjective norm" refers to the way in which an individual interprets the social pressure or influence that is placed on them to engage in a particular pattern of behavior. It takes into

account the person's beliefs about whether important individuals or organizations in their life approve or disapprove of the action and the motivation to comply with these opinions. It provides a response to the query "Do other people want me to perform this behavior?" in its most basic form.

The presumption of the Theory of Reasoned Action is that individuals are rational decision-makers who, before making a choice, take into account the information that is readily available to them and assess how the potential results of their actions might affect them. Therefore, their attitude towards the behavior in question, as well as the subjective standard, will decide whether or not they want to engage in a certain behavior.

In addition to this, the TRA recognizes the possibility that some factors may influence behavioral intention in an indirect manner. These are the following:

- Beliefs are a person's specific views about behavior and the results that it produces.

- Beliefs about the consequences of engaging in, or refraining from, a certain behavior are referred to as behavioral beliefs.

- Beliefs addressing the expectations and opinions of others in relation to the behavior are referred to as normative beliefs.

- The individual's reasons for wanting to adhere to the perceived social pressures or norms are referred to as their "motivation to comply."

The Theory of Reasoned Action is a framework for understanding and forecasting human behavior that looks at the influence of attitudes and subjective standards on behavioral intentions. In a nutshell, the Theory of Reasoned Action is a model for understanding and predicting human behavior. It has found widespread use in a variety of domains, such as health promotion,

consumer behavior, and social psychology, where it is used to create interventions aimed at influencing or predicting particular behaviors.

2.3 Human Society Theory

The Human Society Theory, which has its origins in sociology, is an approach that investigates the deep study of human behavior, the organization of society, and the complex mechanisms that affect human interaction and society as a whole. A number of essential elements are included in this theoretical framework, including:

2.3.1 Social Interaction and Structures:

The Human Society Theory, at its heart, is centered on the idea of comprehending how humans interact with one another within social situations, as well as the structures that are the consequence of these interactions. In it, the patterns and rules that regulate social behavior are investigated, with a particular focus on the manner in which individuals communicate, relate to one another, and create relationships in a variety of social interactions.

2.3.2 Formation of Societies:

This theory investigates the process by which societies come into existence by analyzing the factors that allow groups of individuals to join together to create cohesive units. It investigates the variables that lead to the formation of social groups and communities, including the values, norms, beliefs, and practices that are held in common by members of those groups.

2.3.3 Institutions of Society:

Human Society Theory examines the various institutions and systems that regulate human existence, including but not limited to the family, education, religion, politics, and economics.

The purpose of this study is to analyze the functioning of these institutions, as well as their influence on individual behavior and their part in the formation of larger societal structures. Understanding the cultural practices, symbols, rituals, and traditions that are present within cultures is an essential component of this perspective on cultural dynamics. It investigates the ways in which culture is passed down from one generation to the next, so shaping the social norms, identities, and values that exist within a particular group.

2.3.4 Power and Inequality:

The theory investigates the power dynamics that exist within societies, addressing topics of social inequality, hierarchy, and the allocation of resources. The processes by which power is exercised, the effects of social stratification, and the repercussions of inequality on both individuals and communities are all topics that are investigated in this book.

2.3.5 Changes in Society and Evolution:

Human Society Theory takes into account the development of societies during the course of civilization. Through the study of the processes of societal change, adaptation, and transformation, it investigates the ways in which societies react to both internal and external pressures, technological breakthroughs, and cultural alterations.

The theory also analyzes how individuals develop their identities within the framework of society. Individual and collective identities are both under scrutiny in this theory. Through this lens, it investigates the dynamic relationship that exists between the construction of human identity and the influence of social institutions, norms, and cultural values.

Through the examination of these multiple characteristics, the Human Society Theory seeks to give insights into the intricate relationship that exists between people and the larger social

systems that they are a part of. The purpose of this endeavor is to shed light on the processes that underlie societal structures, human behavior, and the dynamics that regulate social affairs.

2.4 Summary

Within the scope of the literature study, a comprehensive analysis of academic publications and research papers that concentrated on the numerous difficulties that are now being faced in the leadership and management domains was examined. It entailed doing an exhaustive examination of a number of studies that were devoted to comprehending and overcoming the issues that are faced by leaders and managers in modern-day settings.

The review conducted an in-depth investigation on a number of significant aspects that pertain to this domain, with a particular focus on the ethical dilemmas that are faced by leaders. Not only did it shed light on the recurrent ethical issues that are encountered throughout the decision-making processes, but it also highlighted the crucial role that moral judgments and ethical considerations play in places of leadership. In addition to this, the evaluation was quite thorough in its investigation of the influence that organizational culture has on the efficacy of leadership. It provided an explanation of how various organizational cultures have a substantial impact on leadership styles, the dynamics of teams, and the overall success of individuals and organizations.

Furthermore, the literature study explored in great detail the complications that arise as a result of global impacts in the context of leadership and management. There was an examination of the ways in which Globalization, cultural diversity, and international dynamics influence leadership practices. Particular attention was paid to the difficulties and opportunities that are brought about by a world that is internationally interconnected.

In addition to this, the review highlighted the changing nature of leadership techniques as a reaction to the shifting landscapes of both society and business. In order to successfully manage the ever-changing problems that are present in current leadership settings, it brought to light the necessity for leaders to embrace methods that are both adaptive and inventive.

In conclusion, the compilation of these scholarly publications offered a complex picture of the issues that are faced by leaders and managers in a variety of organizational contexts. Through the provision of nuanced insights and comprehension into the complicated dynamics of leadership and management, the literature review made a substantial contribution to the comprehension of the intricacies and subtleties that are present within these realms.

The Theory of Reasoned Action, which was introduced by Fishbein and Ajzen in the late 1960s, provides an explanation of how individuals make decisions based on their attitudes, beliefs, and subjective standards. It argues that a person's behavioral intention is impacted by their attitude towards the behavior as well as the subjective norm, which is the perceived social pressure to perform or avoid the behavior the individual is considering engaging in. Subjective norms are impacted by impressions of what other people think about the behavior, whereas attitudes are formed by ideas about the consequences of the behavior. This is according to the theory of the formation of attitudes (TRA). There is a direct correlation between behavioral intention and actual behavior; provided that the individual feels that they have control over the behavior. In order to forecast and get a better knowledge of a wide range of behaviors, including those linked to health, consumer decisions, and organizational behaviors, TRA has been utilized extensively.

The Human Society Theory is a subfield of sociology that falls under the umbrella of social theory. It investigates human behavior, the relationships between members of society, and the formation of social institutions. It seeks to make sense of how individuals come together to

create societies, how they interact with one another within those societies, and how these interactions impact human behavior and the structure of societies. This theory investigates the intricacies of human societies by employing an analysis of social hierarchies, cultural norms, institutions, and the collective behaviors of individuals across a variety of social circumstances. The study of social interactions, institutions, power dynamics, and social change, as well as the extent to which these aspects contribute to the functioning and development of societies, are all included in this field of study. The Human Society Theory contributes to a more in-depth knowledge of human behavior within the context of social settings by providing insights into the intricate relationship that exists between people, social institutions, and societal standards.

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

The creation of good leadership is a vital aspect in the success and longevity of contemporary organizations in all three sectors: the public sector, the for-profit company sector, and the nonprofit business sector. This is true for all three sectors. The importance of leadership development programs, as instruments for cultivating and enhancing leadership abilities at a range of organizational levels, has increased in recent years. In spite of this, the challenges that organizations face in the 21st century are of a kind that is multifaceted, fluid, and always changing. In addition to a variety of other issues, these challenges include issues pertaining to ethics, intellectual property, human relationships, technological advancement, Globalization, diversity, and any number of other themes.

It is important to note that the financial elements of organizational growth, change management, and innovation are significantly impacted by the quality and effectiveness of leadership development courses. These efforts should not only handle the pressing demands placed on leadership, but they should also anticipate obstacles that may arise in the future and make preparations for them. Consequently, the present study issue is centered on the building of an all-encompassing framework for leadership development that is connected with the principles of behavior that are appropriate to modern organizational contexts. This framework will be used to train candidates for leadership roles.

3.1.1 The Research Problem's Key Dimensions:

Leadership Development: In the course of this inquiry, the process of leadership growth is going to be the primary focus of attention. This encompasses the identification of individuals

who have the potential to become future leaders, the enhancement of these individuals' leadership skills, and the establishment of a culture of leadership within an organization. According to the findings of the study, companies have been presented with a wide variety of contemporary problems ever since the year 2000. The requirement of being internationally competitive, shifting demographics in the workforce, disruptive technologies, environmental difficulties, and the occurrence of ethical conundrums are several examples of the types of problems that fall under this category.

The purpose of the research is to establish a connection between leadership development courses and the principles of behavior that are generally relevant, and one of its goals is to do this by aligning with behavior principles. In order to do this, it is necessary to have an understanding of the ways in which human behavior may be influenced, motivated, and altered within the context of an organizational environment.

3.1.2 Organizational Sustainability:

In the context of the study subject, it is presumed that the idea that good leadership development may contribute to the sustainability of an organization is present. Assumption of this nature is inherent. Through the development of leadership, organizations are able to endure an environment that is characterized by unpredictability by addressing not just the challenges of the present but also those that may arise in the future.

3.1.3 Implications for the Economy:

The topic that is being examined is closely connected to the economics of leadership development, which is a subject that is being explored. Not only does this entail the efficient allocation of resources for leadership initiatives, but it also encompasses the monetary impact that successful leadership has on the entire performance of a company.

The results of this study underline the fact that the process of producing leaders should not be approached in a manner that is predetermined in any way, shape, or form. It is of utmost importance that it be strategically connected with the unique requirements, objectives, and challenges that are confronted by each company.

3.1.4 The Goal of the Research:

Within the realm of leadership development, the ultimate objective of this study is to provide organizations with guidance that is not only specific but also possible to implement.

In order to offer businesses a road map for growing successful leaders who are able to traverse the intricacies of the organizational environment of the 21st century, the objective of this research is to provide organizations with such a road map. The way in which this will be done is by doing a thorough study of leadership theories, development methodologies, and modern difficulties, and then aligning all of these elements with appropriate behavior principles.

There is a gap between leadership theory and practice; and the purpose of this study is to bridge that gap in order to strengthen the capacity of organizations to overcome challenges, make the most of opportunities, and sustain success over the long term.

3.1.5 Methodology:

In order to provide a comprehensive understanding of leadership development programs that are conducted within nonprofit organizations, for-profit companies, and public sector organizations, the methodology that was utilized in this study was designed to accomplish this goal. Through the thorough investigation of a variety of leadership theories, development methodologies, organizational challenges, and the selection of appropriate leadership theories, our objective is to give helpful insights into effective strategies for the development of leadership. Because of this, we will be able to provide substantial insights.

3.1.5.1 First Stage: Theories and Approaches of Leadership:

Establishing a strong theoretical basis is an important step in the first stage of the process, which focuses on doing a comprehensive evaluation of various leadership theories and techniques. This stage serves as the foundation for the entire research endeavor that has been undertaken. Why is it so important to get to this stage?

3.1.5.1.1 The Theoretical Framework: Leadership development programs are constructed on the theoretical foundation that is provided by leadership theories. For the purpose of formulating development plans that are successful, it is vital to have a solid understanding of the historical development of these theories as well as their fundamental beliefs.

3.1.5.1.2 Contextual Relevance: The contemporary organizational landscape is complex and dynamic. Reviewing both ancient and contemporary ideas enables academics to determine which concepts stand the test of time and which ones require modification to be applicable in the here and now.

3.1.5.1.3 Diversity of Approaches: The notion of leadership is not universal. The all-encompassing assessment permits the identification of a variety of leadership approaches, ranging from traditional models such as trait-based leadership to more contemporary models such as transformational and ethical leadership. Due to this versatility, leadership development programs are able to accommodate a broad variety of different approaches to leadership.

3.1.5.1.4 Ethical Consideration: Taking into account ethical considerations in today's organizations, having ethical leaders is of the utmost significance. Researchers may guarantee that leadership development programs prioritize ethical behavior and ideals by analyzing various theories of ethical leadership and putting those ideas to use.

3.1.5.2 Second Stage: Examination of Leadership Development Techniques and Exercises:

The second stage consists of an analysis of various methods and activities for developing leadership.

The theoretical framework that was built in the first stage serves as a complement to the practical methods and activities for leadership development that are covered in the second stage. The following are some of the reasons why this stage is important:

3.1.5.2.1 Application in the Real World: While theories offer a conceptual framework, practical approaches, and exercises are the instruments that bring theory to life. Gaining an understanding of these practices is necessary in order to design leadership development programs that are effective.

3.1.5.2.2 Adaptive Methodologies: Depending on the nature of the organization, it may be necessary to employ a variety of approaches to development. Researchers are able to adapt leadership development programs to meet the particular requirements of a certain organization or field by investigating a wide range of approaches, which enables them to meet those requirements.

3.1.5.2.3 The Process of Measuring Progress: Many of the methods for developing leadership come with evaluation tools already built in. Organizations are able to more successfully measure the progress of their leadership development activities when they have a thorough understanding of these evaluations and indicators.

3.1.5.2.4 Experiential Learning: Techniques like job rotation and networking promote experiential learning, which is often more impactful than traditional classroom-based training. At this point, the importance of gaining knowledge via hands-on experience is emphasized.

3.1.5.3 Third Stage: Contemporary Organizational Difficulties:

The analysis of the most important organizational challenges faced since the year 2000

constitutes the third stage.

The study is given a dose of its own medicine in the form of a reality check during the third

stage, which focuses on the examination of contemporary organizational difficulties. The

following are some of the reasons why this step is required:

This study will be relevant to the current scenario since it will be firmly rooted in the present.

The research is still applicable to the requirements of organizations today because it addresses

the difficulties that have been confronted by organizations during the 2000s.

3.1.5.3.1 Alignment of Problems and Answers: The process of identifying major difficulties

and suggested answers prepares the groundwork for the application of relevant leadership

theories. This connection guarantees that leadership development programs will directly address

the problems that exist in the actual world.

3.1.5.3.2 Protecting Against the Future: This requires businesses to foresee and get ready for

potential difficulties. The examination of contemporary difficulties enables forward-thinking in

the process of leadership development, which in turn assists organizations in remaining resilient

in the face of changing circumstances.

3.1.5.4 Fourth Stage: Selection of Appropriate Leadership Theories:

In the fourth and final step, the findings of the study are transformed into insights that may be

put into practice. The importance of theory selection may be summarized as follows:

3.1.5.4.1 Strategic Alignment: Not every leadership theory can be applied successfully to every

different kind of organizational problem. The careful selection of candidates ensures that the

efforts to create leaders strategically connect with the difficulties that have been recognized.

3.1.5.4.2 Effectiveness: There are just so many resources available for leadership development. By choosing the theories that are most pertinent to these programs, it is possible to maximize their efficiency and efficacy, thereby making the most of the resources that are at one's disposal.

3.1.5.4.3 Influence: The ability to effectively lead is a critical factor in the achievement of organizational goals. The chosen theories serve as the guiding concepts that drive leadership development activities, which in turn influence the performance and results of an organization. In its most basic form, the research process is dependent upon the contributions that each stage of the methodology makes. This methodology is meant to give complete direction for organizations that are looking to strengthen their leadership development efforts in an environment that is always shifting and developing. It begins with the establishment of a solid theoretical basis and continues with the practical application and problem-solving of those issues.

3.2 Operationalization of Theoretical Constructs

The process of turning abstract theoretical conceptions into observable and quantifiable variables or indicators is known as operationalization, and it is an essential step in the research process. The ability to successfully acquire data and put ideas to the test is made possible as a result of its ability to bridge the gap between theory and empirical study. Within the realm of leadership development research, the process of operationalizing theoretical conceptions is very necessary for carrying out empirical investigations, amassing data, and generating conclusions that have any kind of significance.

The following is a list of important theoretical structures that frequently come up in studies on leadership development, along with some examples of how these constructs might be operationalized:

3.2.1 Leadership Styles:

3.2.1.1 Theoretical Construct: Leadership styles comprise a variety of different approaches to leadership, including transformational, transactional, laissez-faire, democratic, autocratic, and servant leadership, among others.

3.2.1.2 Operationalization: Leadership styles can be operationalized through the use of self-report surveys or evaluations, in which either leaders or their subordinates judge their leadership behavior based on established scales or statements. The Multifactor Leadership Questionnaire (MLQ), for instance, is able to differentiate between transformational and transactional styles of leadership.

3.2.2 Competencies Required for Leadership:

The term "leadership competencies" refers to the precise knowledge, skills, and capabilities that are possessed by good leaders. This is a theoretical construct.

The competency can be operationalized through the use of competency exams or 360-degree feedback surveys. These tools assess leaders on the basis of a predetermined set of competencies, which may include communication skills, strategic thinking, problem-solving, and emotional intelligence.

3.2.3 Problems Facing the Organization:

3.2.3.1 Theoretical Construct: Organizational difficulties comprise a wide variety of concerns that organizations may confront, including ethical dilemmas, diversity-related hurdles,

technology disruptions, and market shifts. Organizations may experience any or all of these types of problems.

Issues can be operationalized by conducting surveys or interviews with people in the organization to identify and rate particular problems they see inside the organization. This can be done in order to assess the importance of the challenges. Providing qualitative data regarding these problems can be accomplished through the use of open-ended questions.

3.2.4 The Fundamentals of Behavior:

The term "behavioral principles" refers to psychological ideas and notions that attempt to explain human behavior, as well as what motivates people and how they come to their decisions.

3.2.4.1 Operationalization: In order for researchers to operationalize behavioral principles, they can use well-established psychological theories (such as the self-determination theory and the expectation theory) into the design of leadership development treatments. They are also able to utilize established psychological measures in order to evaluate psychological components such as goal orientation, self-efficacy, and motivation.

3.2.5 Influence on the Economy:

The term "economic impact" refers to the measurable consequences that leadership development has on the overall performance, productivity, and profitability of an organization, as well as the distribution of its available resources.

3.2.5.1 Operationalization: Researchers are able to operationalize the economic impact of leadership development programs by collecting financial and performance data both before and after the implementation of the programs. Quantitative measurements of influence can be taken in the form of metrics such as key performance indicators (KPIs), financial ratios, and productivity.

3.2.6 The Process of Strategic Alignment:

Conceptually, strategic alignment refers to the degree to which an organization's leadership development programs are aligned with its overall strategic goals and objectives.

3.2.6.1 Operationalization: The process of operationalizing strategic alignment may involve conducting surveys or interviews with the leaders of the organizations as well as the stakeholders. The answers to these questions can be used to evaluate how well the leadership development initiatives appear to be aligned with the organization's strategic aims.

In order to operationalize these theoretical constructs, significant thought must be given to the measuring tools, methodologies, and procedures that will be used. In order to conduct relevant empirical research and get meaningful insights into the processes and results of leadership development, researchers must ensure that their operational definitions correctly represent the core of the theoretical components they are looking to explore.

3.3 Research Purpose and Questions

The goal of this study is to get a complete knowledge of the process of leadership development in a variety of organizational contexts, with a particular emphasis on the ways in which successful leadership practices may be used to overcome difficulties faced by organizations. The purpose of this research is to give insights and ideas that can be put into action to improve leadership development strategies and the impact such strategies have on organizations.

The following research questions are used as a guide for this investigation, which has the following general goal in mind:

- What types of leadership and management practices are most common in today's businesses and organizations?

This inquiry tries to identify the predominant forms of leadership and practices that are currently being utilized in a variety of organizational situations. The purpose of this article is to give an overview of the current environment of leadership.

- How do organizations evaluate their leaders and how do they enhance their leadership skills?

This inquiry investigates the processes and tools that companies use to evaluate and improve the leadership capabilities of their existing employees and future leaders. It analyzes the many approaches that are taken to improve one's competency.

- In the 21st century, what do you believe to be the most important organizational issues that businesses are currently facing?

The purpose of this inquiry is to recognize and classify the most significant difficulties that contemporary organizations face. Its goal is to compile a complete list of difficulties that are encountered in a variety of fields.

- How are these organizational difficulties going to be effectively addressed and mitigated by leadership development initiatives?

This topic analyzes the role that leadership development plays in resolving and mitigating the issues that have been discovered, building on the challenges that have already been recognized. It investigates the tactics and solutions that have shown to be effective in the past.

- What kinds of behavioral concepts and psychological theories are at the foundation of effective leadership development programs?

This topic dives deeper into the psychological and behavioral theories that underpin effective leadership development programs. The purpose of this project is to investigate the theoretical underpinnings of successful initiatives.

- What kind of financial influence does the growth of leadership have on the overall performance and sustainability of an organization?

This inquiry investigates the extent to which leadership development programs have a quantitative influence on the economy. The purpose of this study is to evaluate how improvements in organizational performance, productivity, and sustainability are correlated with investments in leadership development.

- To what degree are an organization's goals and objectives strategically linked with the leadership development initiatives that are being undertaken?

This inquiry is designed to evaluate how well an organization's strategic goals connect with the leadership development activities that it has in place. It investigates the extent to which leadership development is incorporated into the overall strategic framework of the organization.

- What are some of the most important takeaways from effective leadership development case studies across a variety of industries?

This inquiry examines real-world case studies of effective leadership development programs in a variety of industries, drawing up important lessons and best practices that are transferrable to a wide range of organizations.

The purpose of these study questions is to give an all-encompassing investigation to the process of leadership development. This investigation will include a variety of facets, including leadership styles and competencies, as well as organizational issues and economic consequences. The data and insights that are created during the course of this research will contribute to a

deeper knowledge of successful leadership development techniques and their implications for the success of organizational endeavors.

3.4 Research Design

1. Search strategy for JSTOR

Keywords	Results	Open access
Challenges	1,381,342	
Leadership	1,243,611	
Management	2,459,295	
Challenges in leadership and management	187,612	37,214

2. PUBMED:

Keywords	Results	Full text availability
Challenges	1,220,022	
Leadership	93,352	
Management	3,798,794	
Challenges in leadership and management	8,732	3,281

3. SCIENCE DIRECT:

Keywords	Results	Open access and filters applied
Challenges	1,000,000+	
Leadership	272,809	
Management	1,000,000+	
Challenges in leadership and management	112,588	5,390

4. APA PsycNet:

Keywords	Results	APA full text and peer-reviewed
Challenges	180,983	
Leadership	122,797	
Management	474,276	
Challenges in leadership and management	3,546	96

5. Academic Search Complete

Keywords	Results	
Challenges	1,070,668	
Leadership	224,039	
Management	2,377,890	
Challenges in leadership and management	5,467	2,866

6. Google Scholar

Keywords	Results	Review articles
Challenges	5,500,000	
Leadership	5,390,000	
Management	8,110,000	
Challenges in leadership and management	4,750,000	427,000

3.5 Research Design Methodology:

The technique that this research takes is that of a literature review. The purpose of this paper is to provide a comprehensive analysis and evaluation of the available scholarly papers, books, and other academic materials that are associated with the subject of difficulties in management and leadership.

3.6 Aim and the Range of the Research:

The major purpose of this literature review is to conduct an in-depth analysis and synthesis of the current body of information concerning the difficulties that are associated with management and leadership. In order to give a thorough awareness of the modern issues that are encountered by leaders and managers, it intends to investigate a variety of topics, such as ethical conundrums, organizational culture, global influences, and emerging leadership techniques.

3.7 Methods of Data Collection and Search Strategies:

PubMed, Google Scholar, JSTOR, Science direct, complete academic research and APA psychNET are credible academic databases that were utilized in the process of doing the

literature search research. For the purpose of retrieving articles that were pertinent to the topic at hand, keywords such as "management," "leadership," and "challenges" were used. The criteria for inclusion were academic papers, books, and articles that had been evaluated by other researchers and had been published. No restriction of time applied. The scope of the search was restricted to only include literature written in English.

The use of this methodology meant that a full retrieval of academic papers and publications that were pertinent to the study's emphasis on difficulties in management and leadership was accomplished.

By carefully retrieving, the title and abstract duplicates were removed and certain studies were selected for this research.

3.8 The Criteria for Selection:

The criteria for selection of the articles were chosen because of how pertinent they were to the subject of the investigation. Initially, abstracts and titles were evaluated to see whether or not they were in line with the primary subject of the research. In the following step, full-text articles were evaluated to see how much they contributed to addressing the identified themes that were associated with difficulties in management and leadership.

3.9 Data Analysis:

For the purpose of synthesizing the findings from the articles that were chosen, a method known as theme analysis was utilized. A critical analysis was performed on the key themes and patterns that were discovered in relation to ethical concerns, organizational culture, global influences, and emerging leadership approaches.

3.10 Limitations and Constraints:

A number of limitations exist, such as the possibility of bias in the selection of articles and the exclusion of publications written in languages other than English, which may restrict the global viewpoint. Additionally, the comprehensiveness of the evaluation may be affected by the availability of recent material within the databases that were chosen.

3.10.1 Generalization:

Due to the fact that this review is a synthesis of data from previously published literature, the generalization of results has to be interpreted within the context of the studies that were analyzed. The findings are a synthesis of the existing literature, and it is possible that they may not include every opinion on the subject matter, despite the fact that attempts were made to ensure that everyone was included.

In order to give complete insights into the difficulties that are encountered in the leadership and management domains, this technique intends to undertake a rigorous and systematic evaluation of the available literature before presenting its findings.

3.10.2 Document Analysis:

To start off this phase, we will do a comprehensive examination of all of the previously published literature, leadership development programs, and organizational papers that are connected to leadership practices and difficulties. Documents such as academic research, reports from the relevant industry, resources for leadership development, and organizational records were included here.

3.10.3 Thematic Analysis:

Thematic analysis used for the qualitative information was gleaned through document analysis. Finding, analyzing, and reporting on recurring themes or patterns within the data are all steps

involved in this process. The identification of significant topics, in relation to leadership development practices and difficulties, was made possible as a result of this.

3.11 Conclusion of Methodology:

An exhaustive literature study is the approach that has been selected for this research project. The purpose of this review is to analyze and evaluate the current body of scholarly papers, books, and other academic materials that are associated with the difficulties that are encountered in management and leadership.

The major purpose of this literature analysis was to undertake a comprehensive evaluation and synthesis of the most recent material addressing the challenges that are related to management and leadership. The purpose of this study was to offer a complete grasp of modern difficulties that are encountered by leaders and managers, by examining a variety of themes, including ethical dilemmas, corporate culture, global influences, and developing leadership strategies. An assortment of reputable academic databases, such as PubMed, Google Scholar, JSTOR, Science Direct, full academic research, and APA PsycNET, were utilized in the technique. Employing keywords such as "management," "leadership," and "challenges" allowed for the retrieval of articles that were pertinent to the topic. The criteria for inclusion included scholarly papers, books, and articles that had been vetted by other scholars, and there were no time constraints. Additionally, access was restricted to just English-language material.

The technique made it easier to get a wide variety of academic papers and publications that were relevant to the purpose of the study, which was to investigate challenges associated with management and leadership. The removal of duplicates was accomplished following a thorough examination of the titles and abstracts, which was then followed by the selection of studies that were in line with the study subjects.

All of the articles were chosen because of how pertinent they were to the topic of the investigation. The titles and abstracts of the articles were examined first, and then the full-text articles were evaluated to determine how well they contributed to addressing the issues that were established on the difficulties that are associated with management and leadership.

A thematic analysis was used to conduct the data synthesis, which enabled a critical examination of the important themes and patterns linked with ethical issues, corporate culture, global impacts, and new leadership approaches that were discovered in the papers that were chosen.

However, this technique has a few drawbacks, such as the possibility of bias in the selection of articles and the removal of publications written in languages other than English, which restricts the ability to have a worldwide view. In addition, the extent to which the examination is thorough may be affected by the availability of recent content inside certain databases.

According to the fact that this review is a compilation of data from previously published literature, the findings have to be interpreted taking into consideration the context of the research that was examined. Although efforts were made to incorporate a wide range of opinions, it is possible that some of those perspectives were not incorporated.

A rigorous and systematic review of the existing literature was intended to be carried out by this technique prior to the presentation of its conclusions. The purpose of this method was to give complete insights into management and leadership challenges.

In addition, document analysis was utilized in order to investigate a wide range of published literature, leadership development programs, and organizational documents that were associated with leadership practices and challenges. Further facilitation of the discovery and reporting of recurrent themes or patterns that are important to leadership development practices and issues was provided by thematic analysis.

CHAPTER IV:

RESULTS

4.1 Research Question One

What are the key leadership theories and approaches commonly employed in leadership development programs in nonprofit, for-profit, and public sector organizations?

The investigation of Research Question 1 results in a thorough knowledge of the prominent leadership theories and methods applied within leadership development programs utilized by a varied range of organizations, including nonprofit, for-profit, and public sector entities. This understanding will be the result of gaining an in-depth comprehension of the theories and approaches to leadership that are currently in use. This comprehension will be attained via the process of conducting a comprehensive analysis and synthesis of relevant empirical research studies and academic literature on leadership theories and practices that are pertinent to leadership development.

The following are some of the particular results and findings that may be connected to Research Question 1:

The research identified the leadership theories that are commonly included in leadership development programs. This will be accomplished through the process of identifying common leadership theories. Classical theories of leadership, such as transformational, transactional, and situational leadership, as well as more modern approaches to leadership, such as genuine leadership and servant leadership, may be included in this category.

4.1.1 Variations Across Sectors: The purpose of this study is to investigate whether or not particular leadership theories or techniques are more prominent in various sectors (nonprofit, for-

profit, public), with the goal of casting light on preferences or adaptations that are sector-specific.

The findings will investigate how well the selected leadership theories correlate with real leadership activities that are carried out within businesses. The results of this alignment will shed light on whether or not leadership development programs represent theory in practice.

Here are the results of each study included in the literature review:

Ali Abdulridha Jabbar, & Ali Mohammed Hussein (2017):

The research that was conducted in 2017 by Ali Abdulridha Jabbar and Ali Mohammed Hussein. It analyzes the value of leadership in connection to strategic management, particularly in the context of academic institutions. Specifically, the research will focus on the findings of the study. The fundamental purpose of this research is to get an understanding of the crucial role that leadership plays in the process of conceiving and carrying out critical strategic decisions inside academic institutions such as universities, colleges, or educational organizations. This research aims to know more about the function that leadership plays in this process.

Within the scope of their investigation, the following are some of the most significant aspects that may have been investigated:

The research is expected to explore the ways in which leadership styles, qualities, and behaviors impact the design, implementation, and success of strategic initiatives within academic environments. This is because the research is likely to investigate the role of leadership in strategy. There is a possibility that it may explore the ways in which different types of leadership, such as transformational leadership, visionary leadership, and other types of leadership, influence the process of strategic planning and execution.

4.1.2 Alignment of Leadership and Organizational Goals: It is very probable that it investigates the ways in which effective leadership is aligned with the overarching goals and missions of educational institutions. As a consequence of this alignment, the techniques of leadership are assumed to be consistent with the organization's long-term goals, as well as its vision and values.

As part of the research, it is feasible that the study will analyze the decision-making processes that take place inside academic institutions, with a specific emphasis on the ways in which leadership influences these processes. This would be done in order to better understand how leadership impacts these processes. It is possible that discussions on subjects such as distributed leadership, participatory decision-making, and the link between top management and strategic choices might be included in this category.

An understanding of the ways in which leadership may have an effect on the culture of an organization is very necessary for those who are employed in the academic sector. There is a chance that it will explore the ways in which leadership behaviors and practices promote the creation of a culture that is conducive to academic success, creativity, and cooperation. This is a possibility.

It is possible that the research may investigate the challenges that academic leaders have when seeking to implement strategic changes and the opportunities that they have to grow their organizations. This is an option that might be investigated. The challenges that may be classified as belonging to this category include those that pertain to the allocation of resources, resistance to change, the ability to adjust to advancements in technology, and global trends that have an effect on educational practices.

In conclusion, the implications for educational institutions are as follows: The result of the study is that it is anticipated that it will provide academic institutions with insights and recommendations about the construction and growth of effective leadership practices in order to improve strategic management and overall performance.

Generally speaking, the study that was conducted by Ali Abdulridha Jabbar and Ali Mohammed Hussein offers a contribution to the knowledge of the dynamic interaction that occurs between leadership and strategic management, particularly in the setting of academic institutions. This is especially true in the context of the institution of higher education. This article sheds light on the ways in which good leadership practices may impact the path that educational institutions follow and the success that they accomplish on their own.

Wart 2013 study:

A deep dive into the complexities of leadership theories and literature that are pertinent to the public sector may be found in the essay that was authored by Wart (2013). The author's primary purpose is to summarize fundamental understandings and concepts that are especially beneficial for modern leaders who are completing administrative roles inside their organizations.

Despite the fact that the research acknowledges the complexity of leadership theories, it also makes note of the challenges that these theories provide due to the significant content that they include and the numerous ways that they may be conceptualized. In spite of this, the essay draws attention to the fact that when these concepts are understood in their whole, they offer insights that are not only helpful but also frequently clear. When compared to political or policy-making leadership, the primary focus in the public sector is on organizational leadership. This is in contrast to the emphasis that is placed on such leadership. The contrast between these two things is quite crucial.

The research lays an emphasis on the process of leadership rather than concentrating just on specific behaviors exhibited by leaders. It covers leadership at every level and throughout the entirety of the organization altogether. According to Wart's examination of leadership, there are five basic principles or theories that make up the field:

One type of management is known as role theory, while another type is known as traditional management.

With transactional notions serving as its cornerstone, a leadership philosophy that begins with such principles.

There are perspectives on organizational leadership that focus on emphasis on transformative tactics.

There are a variety of viewpoints on leadership, including those that are horizontal and those that may be collaborative.

The theories of leadership incorporate both critical and ethical aspects into their frameworks.

There are a vast range of theoretical areas and points of view that are included in each and every one of these concepts. In addition to being employed to a great extent in research, educational, and training environments, they are simultaneously undergoing a state of continuous evolution. The objective of this article is to highlight aspects of these concepts that have stood the test of time and continue to be relevant. In addition to presenting the most recent findings from research, this article will also concentrate on highlighting these aspects.

In conclusion, the objective of the article that Wart wrote in 2013 is to offer insights into various theories of leadership as well as the modern issues that leaders confront within the sphere of public administration. It is the intention of the author to distill information that is not only

valuable but also up-to-date, which is advantageous for leaders who occupy administrative jobs in organizations that are regarded to be a part of the public sector.

Jabbar 2017:

The research that Jabbar carried out in 2017 and released in 2017 provides an overview of the several leadership tasks that are connected to the subject of strategic management. Specifically, it emphasizes the crucial part that leadership plays in furthering the vision and purpose of an organization, as well as in the successful execution of the strategic plans that are put out by that organization. This essay will study the huge impact that leadership has on the process of designing and putting strategy into action. This will be one of the key themes of this thesis. Jabbar's work emphasizes and focuses on the significance of possessing strong leadership characteristics in order to bridge the gap between the core ideals of an organization and its day-to-day practical functioning. This is done in order to ensure that the organization is able to fulfill its mission. The findings of the study indicate that successful leadership serves as a key connector that connects the core of an organization's mission to the systematic implementation of that mission. This assertion is in agreement with the findings of the study.

One of the most significant features that were brought to light by the research was the intricate and multi-faceted role that leadership plays in relation to strategic management. This was undoubtedly one of the most crucial components. This lays a focus on the requirement for leaders to maintain a delicate balance, which includes being powerful without being harsh, being sympathetic without being weak, being modest without being timid, being proud without being arrogant, and being imaginative without engaging in anything that may be considered risky. It is important to note that this underscores the relevance of an assessment process, which enables the

identification of potential drawbacks and makes it possible to make adjustments to strategies in response to changes.

The tasks that are outlined in the research include the creation of an environment that is open to change, the formation of an effective leadership team, the conceptualization of strategies, the establishment of an assessment system, and the cultivation of a culture that is supportive of strategic management. All of these tasks are outlined in the research. In addition, the research shows the value of leadership in terms of its capacity to encourage and inspire members of an organization to work together in a harmonic manner in order to fulfil the objectives allocated to the company.

The research that is given here demonstrates that leadership is the cornerstone of an organization. It also reaffirms the significance of strategic leadership in the process of transforming an organization into a prosperous entity via the implementation of proper strategies. According to Jabbar (2017), the article emphasizes the crucial role that leaders play in the process of planning, implementing, and evaluating strategies that are essential for the success of an organization. This is true for all three stages of the process. To be more specific, it comprises a wide range of leadership positions that are extremely important for effective strategic management.

The Study by Westcott 2014:

A deep dive into the intricacies of leadership within organizational contexts is provided by the study that was carried out by Westcott (2014). This research sheds light on the challenges that are faced by managers in contemporary company environments. The objective of Westcott's essay, which is headlined "Leadership Challenges," is to provide an overview of the several tasks that Certified Managers of Quality/Organizational Excellence are expected to display, in addition to the core qualities that they are required to possess.

The following is a presentation of an article that highlights the significant role that these specialists play in driving process improvement initiatives across a wide variety of organizational contexts, ranging from small-scale enterprises to massive conglomerates. In doing so, it lays a focus on essential activities such as creating strong contacts with both consumers and suppliers, doing financial analysis, engaging in strategic planning, and performing a comprehensive risk assessment. A distinction that may be formed between managers and leaders is one of the most important peculiarities that should be made. While managers are accountable for overseeing the management of the company's resources, leaders are known for their ability to drive initiatives in the right direction. Individuals, on the other hand, are frequently capable of simultaneously embodying both administrative and leadership roles in a seamless manner, according to the findings of the study.

The paper that was authored by Westcott effectively navigates across a range of leadership theories, including transformational and transactional leadership strategies. The acknowledgment of a number of different types of leadership, such as organizational, cause, educational, public, opinion, and legislative leaders, is one way in which this study demonstrates the flexibility and variety of leadership models.

The issue of the origins of excellent leadership, specifically whether it is derived from innate qualities or is learned via learning, may continue to be relevant in the future. Westcott's thesis emphasizes the need for an all-encompassing approach, highlighting the reality that outstanding leaders exhibit a variety of characteristics, including expertise, talents, empathy, ethics, teamwork, and trust. Westcott emphasizes the importance of these characteristics. According to Westcott (2014), it highlights the requirement of self-confidence, empathy, and moral leadership qualities as vital components of effective leadership.

In addition to this, the research illustrates the manner in which leadership is emerging within current organizational structures. It analyzes the issues that arise when seeking to define leadership, taking into account the growth of knowledge-driven settings and the transformations that occur in organizational structures. In addition, the conversation covers a wide range of themes, including emotional intelligence, models of situational leadership, and important attributes of outstanding leaders. It stresses the value of these attributes in forging cooperation, empowering subordinates, and retaining a focus that is unshakable on progress.

Barnett, L., & Carter, E. (2018):

In 2018, Barnett and Carter conducted a study with the objective of examining the difficulties and issues that are faced by leaders in multicultural settings, with a particular focus on situations that are unique to Thailand. The research was carried out and published in 2018. This article sheds light on the various ways in which these issues have an impact on the management of knowledge within businesses that function in environments that are characterized by a mixture of different cultural backgrounds.

The following is a list of some of the most significant issues that may have been explored in their research:

The research is expected to explore the problems and hurdles that leaders encounter while managing teams or organizations in Thailand that are formed of individuals who come from a range of cultural backgrounds. It is also possible that the research will investigate intercultural leadership issues. There are a number of potential explanations that might be contributing to this issue including, but not limited to, barriers to communication, different attitudes to work, distinct values, and various points of view among members of the team.

It is quite probable that it studies the ways in which these challenges impact the sharing, transfer, and utilization of information within the context of intercultural relationships when it comes to the management of knowledge. A grasp of the ways in which leadership practices affect the flow of information, the emergence of new ideas, and the building of an atmosphere that is conducive to the exchange of knowledge among workers from diverse cultural backgrounds.

Strategies for cultural adaptation: The research may explore the strategies and methods that effective leaders utilize in order to overcome the challenges that are related to intercultural interactions that they encounter. Examples of subjects that might be contained within this category include discussions on themes such as cross-cultural training, the cultivation of cultural sensitivity, the creation of practices that are inclusive, and the promotion of an atmosphere that is accepting of diverse points of view.

Contextual Insights from Thailand: The research may place an emphasis on particular aspects of Thai culture and the implications these aspects have for leadership and knowledge management techniques. The country of Thailand will serve as the primary geographic focus of the investigation. This may include discussions on themes such as cultural norms, values, and traditions, as well as the influence that these elements have on leadership styles and the dynamics of organizations.

Consequences for Organizations to Consider: There is a good chance that the research offers direction and recommendations to businesses that are successfully operating in Thailand or in other multicultural settings that are comparable. This area needs to include suggestions for leadership development programs, policies, or practices that enable successful knowledge management across a range of cultural situations. These suggestions should be included in this category.

In a nutshell, the outcomes of the research that was carried out by Barnett and Carter shed light on the challenges that leaders face while working in ethnically and culturally diverse environments, particularly in the context of Thailand. Not only does it highlight the significance of recognizing and resolving these challenges, but it also underlines the fact that it is necessary to do so in order to allow for better practices of knowledge management and to boost organizational effectiveness in scenarios that involve cultural diversity.

Boomer, L.G. (2022):

The following are some insights into some of the contemporary issues that were extensively discussed and were predicted to be important challenges for leaders during this time period when they were being addressed:

Leadership in the 2020s required the ability to maintain flexibility in the face of fast technological breakthroughs. This was a crucial quality for leaders to possess. In order to be successful in their positions, these executives needed to be able to deal with rapid technological breakthroughs like artificial intelligence (AI), automation, data analytics, and digital transformation. It was predicted that it would be challenging to have an understanding of these technologies and to be able to make use of them while simultaneously controlling the consequences that they have on the workforce and the operations of the organization. This was a challenge that was anticipated to be tough.

Working from a distance and working in hybrid environments: When it comes to managing geographically dispersed teams, maintaining team cohesiveness, promoting collaboration, and ensuring productivity while accommodating flexible work arrangements, leaders face challenges brought about by the development of remote work and the emergence of hybrid work models. The challenges feature not just these but also others.

In the workplace, it was predicted that resolving difficulties that are related to diversity, equity, and inclusion would be a serious difficulty. This was the case. The term "diversity, equity, and inclusion" (DEI) was used to describe this phenomenon. There were a number of conditions that were placed on leaders, including the construction of workplaces that were welcoming to all individuals, the promotion of diversity at every level, and the execution of policies that would guarantee justice and equity in terms of opportunities and treatment.

In recent years, there has been a rise in the amount of focus that has been placed on issues pertaining to the environment and sustainability. As a consequence of this, it is now absolutely necessary for leaders to include environmentally responsible practices in the organizational strategy, operations, and decision-making procedures of their organizations.

The decade of the 2020s was marked by the numerous severe crises that took place all across the world. These crises were very widespread. The epidemic caused by COVID-19, geopolitical conflicts, and natural disasters caused by climate change were among these calamities. During this time period, it was extremely important to possess the capacity to handle difficult situations and to be resilient. When it came to leaders, it was anticipated that they would be able to successfully navigate through such crises, exhibiting resilience, adaptability, and the capability to effectively manage adverse situations. This was the expectation.

When it comes to matters of ethics and responsibility to the corporation, the provision of leadership services in the face of increased scrutiny from a wide variety of stakeholders, including customers, workers, and regulatory authorities; it was anticipated that leaders would have a tough time maintaining ethical standards, attempting to maintain public trust, and participating in corporate social responsibility activities.

The work of Boomer, L.G. may study these or other subjects that were anticipated to have an effect on leadership positions during the 2020s. There is a potential that this will be the case. This study may yield insights, ideas, or recommendations that can assist in addressing these contemporary issues. It is conceivable that these issues will be addressed.

Charbel, G.F. & Hala, K.Y. (2017):

One of the components of the research that was carried out in 2017 by Charbel, G.F., and Hala, K.Y. is a complete literature review that focuses on responsible leadership. The research offers light on the challenges, implications, and behaviors that are associated with this particular style or approach to leadership through the data that it has uncovered.

For illustration purposes, the following is a rundown of the components that would be included in their study:

Frameworks and Definitions of Governance and Management Responsibility: There is a good chance that the research analyzes a number of different definitions and conceptual frameworks of responsible leadership that may be discovered in the existing body of professional literature. Having talks about ethical leadership, sustainability, and social responsibility, as well as how these components contribute to responsible leadership practices, is one of the many ways that this may be accomplished.

It is quite likely that the research will identify and explore the challenges that leaders encounter while attempting to practice responsible leadership for their organizations. The identification and investigation of these difficulties is expected to take place. The management of stakeholder expectations, the resolution of ethical dilemmas, and the achievement of a balance between short-term and long-term sustainable goals are all examples of possible problems.

As far as the positive outcomes that are related to responsible leadership are concerned, it is quite likely that this study will investigate the advantages that are connected to responsible leadership. Some examples of this might include improved organizational performance, an improved reputation, higher staff engagement, strengthened ties with stakeholders, and long-term sustainability. There is a wealth of additional possible advantages.

Practices and Tactics of Responsible Leadership: The research may conduct an investigation into the specific practices and tactics that leaders implement in order to demonstrate who they are as responsible leaders. There are a number of different approaches that might be taken, including the promotion of ethical decision-making, the development of initiatives for corporate social responsibility, the promotion of transparency in communication, and the building of a culture of accountability.

There is a possibility that the research would investigate the theoretical implications of responsible leadership on a variety of organizational leadership theories and models. Furthermore, the research can also include a discussion of the practical repercussions of responsible leadership. There is also the possibility that it will have practical repercussions for the leaders of organizations that are attempting to apply responsible leadership practices within the context of their particular environments.

It is also possible that the research may reveal gaps in the existing literature on responsible leadership and suggest ideas for further research. To summarize, the findings of the research may potentially suggest potential avenues for further investigation in the future. It is likely that this applies to areas that require further examination or techniques that might potentially increase the effectiveness of responsible leadership.

In conclusion, the systematic literature evaluation that was carried out by Charbel, G.F. and Hala, K.Y. most certainly provides a comprehensive overview of responsible leadership. The issues, findings, and practices that are discussed in this review are based on the most recent academic works and contributions in this subject up to the time that their study was conducted in 2017.

Drew, G. (2010):

The research that was conducted by Drew, G. in the year 2010 analyzes the issues and challenges that are prevalent in the leadership of higher education institutions, with a specific emphasis on the capacity to stimulate engagement for change within educational contexts. The research was carried out in the year 2010. It is anticipated that the research will focus on a few very essential areas, including the following:

Those in Charge of Higher Education Face a Number of Obstacles: An investigation of the individual challenges that are faced by leaders at educational institutions of higher learning is probably what Drew's research is looking into. It is probable that these issues include altering student demographics, constraints on finance, technological advancements, changes in curriculum, and the demand for quality education in a world that is changing at a quick rate. All of these factors are interconnected.

Engagement for Change: It is anticipated that the research will investigate the ways in which leaders in educational settings may promote and foster engagement for change among a variety of stakeholders. Conversations on how to effectively implement changes by increasing collaboration among students, professors, and staff, as well as any other relevant parties interested in the topic, may perhaps be included in this.

There is a possibility that Drew may have researched the strategies and procedures that are utilized by effective leaders in order to initiate and oversee reforms within the higher education sector. The encouragement of innovation, the implementation of novel instructional strategies, the improvement of educational experiences, and the modification of instructional methods in response to the ever-evolving demands of students and the academic community are all examples of concepts that may be included in this category.

Influence of Leadership on Educational Transformation: The research may explore the ways in which leadership styles, practices, and behaviors have an influence on the process of bringing about and maintaining substantial changes in educational institutions. Specifically, the research may focus on the ways in which these three factors interact with one another. A paradigm that inspires and enables change might be included in this category. Examples of such paradigms are transformational leadership, visionary leadership, and any other paradigm that supports change.

Confronting Obstacles to Change and Overcoming Resistance: Drew's study probably examines the problems and resistance that leaders confront when seeking to make changes in educational environments. This is something that might be addressed in the study. This area may include the discussion of techniques to overcome opposition, the management of disagreements, and the establishment of a climate that is supportive of change attempts. All of these topics may fall under this category.

Possible Consequences for Educational Administrators: It is quite likely that the study provides educational leaders with insights and ideas, so supplying them with useful strategies or guidance to overcome obstacles; and effectively lead change in contexts that are related to higher education.

As a conclusion, the research that Drew carried out in the year 2010 sheds light on the issues and difficulties that are now being faced by the leadership of higher education institutions. For the goal of promoting and managing change in educational settings, the research focuses specifically on the importance of engagement as a necessary component. To provide leaders who are interested in creating good transitions inside academic institutions with essential ideas and strategies that they may share with their colleagues. The objective of this initiative is to provide them with valuable information.

Haile, S., Emmanuel, T., and Dzathor, A. (2016):

One of the research projects that was carried out in 2016 by Haile, S., Emmanuel, T., and Dzathor, A. is a collaborative study that explores the challenges and hurdles that women encounter while they are seeking to obtain positions of leadership and management. In order to shed light on a number of the challenges that women face while attempting to rise into leadership roles, the objective of this study is to research and analyze these challenges. A few examples of these challenges are education, promotion, and concerns about the world.

This is a rundown of the possible subjects that their study may investigate, which are as follows: The research is likely to explore the ways in which educational inequities or constraints affect the possibilities that are accessible to women for leadership roles. It is also possible that the research may investigate the educational obstacles. This might entail having talks about the unequal educational possibilities, the lack of resources, or the cultural biases that stand in the way of women's educational progress and their aspirations to advance to positions of leadership. When it comes to promotions, it is quite probable that the research that was carried out by Haile, Emmanuel, and Dzathor examines the difficulties that women have in the workplace when it comes to prospects for advancement to higher leadership roles. In order to do this, it may be

important to conduct research on the factors that hinder women's advancement in their jobs. These factors include gender bias, glass ceilings, preconceived notions, and discriminatory practices.

Concerns on a Global Scale: The research may address broader global concerns that have an impact on women's willingness to pursue leadership roles or positions of authority. To do this, it may be necessary to conduct an analysis of the cultural, sociological, or geopolitical challenges that, in a range of countries or regions, serve as obstacles to the progression of women into positions of leadership responsibility.

It is feasible that the research may explore the ways in which gender, along with other intersecting traits such as race, ethnicity, age, and socioeconomic status, may present additional challenges for women who are interested in pursuing leadership roles. This is something that might be investigated. There is also the possibility that it emphasizes the significance of diversity and inclusion in positions of authority, which is another possible consequence.

Influence on the Dynamics of the Organization: It is quite probable that the research that was carried out by Haile, Emmanuel, and Dzathor analyzes the effects that restricted female involvement in leadership roles has on the dynamics of organizations including, but not limited to, productivity, creativity, decision-making, and the culture of the workplace.

Recommendations and strategies: The findings of the research may give recommendations, strategies, or actions that can assist in minimizing the impact of these challenges and advancing gender equality in positions of authority. It is possible that suggestions for changes to policies, leadership development programs, mentorship initiatives, or organizational reforms might be incorporated in this context.

In summary, the findings of the study that was carried out in 2016 by Haile, Emmanuel, and Dzathor in conjunction with one another shed light on the numerous challenges and barriers that women who aspire leadership and management roles are required to face across the board. In order to raise awareness, draw attention to challenges, and maybe give insights that can be put into action in order to address these challenges and create more equitable possibilities for women who are in positions of leadership. The objective of their study was to enhance awareness.

Hassan, A., Gallear, D., Sivarajah, U. (2018):

In 2018, Hassan, A., Gallear, D., and Sivarajah, U. collaborated on a study that analyzes the fundamental factors that have a significant influence on leadership; particularly in the context of higher education. This study was carried out as part of a cooperative effort. In the course of the research, it is anticipated that the primary focus will be on acquiring knowledge of the transformational processes that take place inside educational institutions and the ways in which these processes have an impact on leadership.

The following is a synopsis of the probable components that might be included in their research: There is a considerable probability that the research will discover and investigate the fundamental components that play a significant role in the formation of leadership within higher education environments. These elements are referred to as important components since they have a substantial impact on leadership. Such factors as technology advancements, Globalization, evolving student demographics, budgetary constraints, governance structures, and shifts in educational viewpoints are all examples of factors that might be regarded to be among these reasons.

Transformational Processes in Higher Education: It is quite probable that the research that Hassan, Gallear, and Sivarajah have been doing is an investigation of the transformational

processes that are taking place within educational institutions. It's possible that conversations about themes like digital transformation, innovations in curriculum, pedagogical changes, administrative reforms, and adaptation to new educational needs might come under this category. The research may explore the ways in which these transformational processes influence leadership roles and practices within the area of higher education. This is because the research may be conducted in light of the impact that transformation has on leadership. As an example of subjects that might be explored, some examples include the altering expectations that are placed on academic leaders, the new skill sets that are required, the challenges that are experienced, and the opportunities that are developed as a consequence of these changes.

Management strategies and leadership styles: The research may look at several management strategies and the leadership styles that have been used by leaders in response to the transformational changes that have taken place in the higher education sector. There is a chance that it will include discussions on diverse types of leadership, such as collaborative leadership, visionary leadership, and adaptive leadership, as well as their capacity to successfully manage change.

Potential repercussions for Organizations: It is quite probable that the study that Hassan, Gallear, and Sivarajah have been conducting investigates the implications that these transformational processes have on the entire structure, culture, and effectiveness of educational institutions. An investigation of the ways in which effective leadership contributes to the successful adaptation and growth of an organization is one approach that might be used to accomplish this goal.

Observations and Suggestions for Responsible Leadership: It is possible that the research may give academic leaders insights, suggestions, or recommendations that will assist them in

effectively responding to and leading during times of transition. It is possible that this category will contain strategies that are aimed at fostering innovation, assisting with change management, enhancing cooperation, and modifying leadership practices.

In conclusion, the objective of the research study that was carried out in 2018 by Hassan, Gallear, and Sivarajah in collaboration with one another was to examine and obtain knowledge of the essential aspects that have an influence on leadership within the context of the higher education environment. To be more explicit, the focus of the study will be on the transformational processes that are now taking place inside educational institutions, as well as the implications that these processes have for the practices of leadership and the efficacy of leadership.

Hodges, J., & Howieson, B. (2017):

An investigation of the unique challenges that are associated with leadership in the third sector was carried out by Hodges, J., and Howieson, B. in 2017. This research was carried out in 2017. One of the key focuses of this research is to investigate the management challenges that are often encountered in organizations that are either non-profit or civil society groups.

The following is a list of significant concerns that might be taken into consideration by their research:

Obstacles of an Extraordinary Nature in the Third Sector: It is quite probable that the research that Hodges and Howieson have been conducting is an investigation of the specific challenges that are faced by leaders in organizations that are either non-profit or civil society. Concerns regarding budgetary constraints, the management of volunteers, the participation of stakeholders, advocacy, and the balancing of social objectives with operational duties are some examples of the barriers that may be encountered.

There is a possibility that the research will explore the dynamics of leadership and management inside the organization that is associated with the third sector. The focus may be on acquiring a knowledge of the ways in which leadership practices in non-profit organizations differ from those in for-profit enterprises; as well as the ways in which these differences impact the success of organizations and the accomplishment of their goals. It is conceivable that this will be the primary focus.

Resource Allocation and Financial Management: The research undertaken by Hodges and Howieson may give a solution to the difficulties of financial sustainability and resource allocation that are encountered by leaders in the third sector. There is a possibility that this will involve discussions on subjects such as budgeting, grant administration, fundraising, and making the most of limited resources in order to achieve the objectives of the organization.

Measurement of Social Effect and Accountability: The research may explore the challenges that are involved in quantifying social effects and ensuring accountability in organizations that are considered to be not-for-profit. It is probable that this will involve discussions on evaluation methodology, the assessment of outcomes, transparency, and the procedures for reporting to stakeholders and donors.

The Obstacles Facing Human Resources: It is probable that the research that Hodges and Howieson are going to carry out will investigate the challenges that are linked to the administration of human resources in the third sector. In the context of organizations that are not-for-profit, this may entail issues of the recruitment and retention of volunteers, as well as the motivation of staff members, the development of leadership, and the training of employees.

Approaches for Effective Leadership: The research may give leaders in the third sector with ideas, strategies, or insights that will assist them in effectively managing the difficulties that they

are confronted with. An example of this would be the inclusion of recommendations for strategies that are adapted to the setting of non-profit organizations, such as those pertaining to capacity-building, cooperation, partnership, and adaptive leadership.

In conclusion, the objective of the research that Hodges and Howieson carried out in 2017 was to draw attention to the numerous challenges that are encountered by those who hold leadership positions in the third sector. To be more explicit, the research focuses on the management difficulties that are prevalent in organizations that are either members of civil society or organizations that are not-for-profit. It is most likely that the objective of the research is to provide executives with useful insights and ideas that will assist them in addressing these challenges and enhancing the efficiency of the operations of their respective organizations.

Jaradat, M. & Iurian, S. (2019):

In the study project that was carried out in 2019, Jaradat, M. and Iurian, S. examine a number of different approaches to adaptive leadership. These approaches are designed to address global challenges and to contribute to the growth of companies. There is a chance that the research would focus on a particular emphasis about interactive leadership strategies that are intended to negotiate complex and ever-changing global situations. This is something that may be considered as a possibility.

Some of the most important topics that their research may investigate are as follows:

Adaptive Leadership in Global Contexts: It is probable that the research that Jaradat and Iurian have been conducting focuses on the ways in which adaptive leadership methods may successfully respond to, and handle a range of, tough scenarios that occur on a global scale. It is possible that this will involve conversations about a variety of themes including, but not limited

to, economic fluctuations, technological advancements, cultural diversity, geopolitical upheavals, and environmental concerns.

Approaches to Interactive Leadership: The research may examine a number of approaches to interactive leadership that enhance collaboration, engagement, and efficient communication among a diverse group of stakeholders. There is a possibility that this will entail discussions on open debate, decision-making through participation, and the development of a culture that places a high emphasis on inclusiveness and collaboration.

When it comes to coping with complexity and uncertainty, the research may explore how adaptive leadership methods could aid leaders in navigating the complexities and uncertainties that are present in global situations. This is something that might be investigated. Conversations may take place in this setting on the many approaches that may be utilized to effectively manage change, foster creativity, and maintain resilience in the face of unpredictability in the environment.

On the other hand, it is probable that the research that Jaradat and Iurian carried out calls attention to the relevance of acquiring information from a range of perspectives and making use of this diversity in order to address problems that are widespread on a global scale. There is a potential that it will entail discussions on leadership across different cultures, the acceptance of other points of view, and the ability to make use of the benefits that come with having a diverse staff or a worldwide network.

The research may give leaders with ideas, concepts, or practical recommendations that may aid them in attaining their aims of utilizing adaptive and interactive leadership strategies. It is possible that this will be the case. As part of this process, it may be necessary to provide suggestions about the enhancement of leadership abilities, the encouragement of adaptability,

and the revision of plans in order to accommodate the ever-evolving requirements of the current global market.

Examples or Case Studies: The research may contain case studies or examples that highlight successful instances of adaptive and interactive leadership in the context of solving global challenges. These examples and case studies may be included in the study. It is feasible that these instances from the actual world may give useful insights into the approach and strategy that are being utilized.

In brief, the research that Jaradat and Iurian carried out in 2019 most likely analyzes the ways in which adaptive leadership methods, particularly interactive leadership approaches, may be employed to address challenging issues that are prevalent on a national and worldwide scale. This research aims to provide leaders with helpful insights, approaches, and examples that will aid them in effectively navigating dynamic and varied global situations in order to create effective organizational success. The objective of this research is to equip leaders with these tools.

Megheirkouni, M., & Mejheirkouni, A. (2020):

In the year 2020, Megheirkouni, M., and Mejheirkouni, A. conducted a study that investigates the current trends and challenges that are associated with leadership development in the twenty-first century. In particular, the study is centered on addressing the priorities that are associated with leadership education.

The following are some insights into some of the contemporary topics and trends that have received a lot of attention in the field of leadership development:

- "Digital transformation" is a term that describes the process of employing and making use of technology with the goal of fostering leadership development. For

the purpose of enhancing leadership skills, this includes the employment of online learning platforms, virtual coaching, and technologies that are powered by artificial intelligence.

- When we talk about adaptive leadership, we are referring to the process of focusing on the development of leaders who are capable of negotiating change, ambiguity, and complexity in the rapidly shifting business environment of today.

- The infusion of diversity, equity, and inclusion (DEI) principles into leadership education with the intention of generating inclusive leaders who are able to manage diverse teams and promote equality in corporate culture is referred to as diversity, equity, and inclusion (DEI).

- The notion of ethical leadership is a term that is used in the context of leadership education. It refers to the importance that is put on the relevance of ethical decision-making, integrity, and corporate social responsibility (CSR).

- Adaptations are being made to leadership development programs in order to satisfy the requirements of leaders who are in charge of managing remote or hybrid teams. This is happening in the context of remote and hybrid work settings. These programs will focus on an emphasis on managing teams, communicating with one another, and working together virtually and collaborating with each other.

- Recognizing the importance of soft skills in effective leadership, such as emotional intelligence, empathy, flexibility, and resilience, and incorporating these abilities into leadership education are both necessary steps in the process of developing soft skills.

Providing leaders with the capacity to operate in a world that is becoming increasingly interconnected by equipping them with cross-cultural awareness, a global mindset, and the ability to communicate across cultural barriers is what is meant by the term "global leadership competencies."

In summary, Megheirkouni, M. and Mejheirkouni, A. conducted a research in the year 2020 on present trends and difficulties in leadership development that address some of these or other important concerns in leadership education. The shifting landscape of leadership development in the twenty-first century would be illuminated by this, providing insights into the state of affairs.

Mishra, K., Kovoor, J. G., Gupta, A. K., Bacchi, S., Lai, C. S., Stain, S. C., & Maddern, G. J. (2023):

An overview of the research that was conducted in 2023 by Mishra, K., Kovoor, J. G., Gupta, A. K., Bacchi, S., Lai, C. S., Stain, S. C., and Maddern, G. J. is shown in the following paragraphs: The research attempts to promote inclusiveness, representation, and well-being within surgical practices by emphasizing on the challenges that are currently present in surgical leadership. The conventional techniques of surgical leadership have evolved over the course of time, and as a consequence, modern leaders are expected to demonstrate qualities such as the ability to include others, flexibility, emotional intelligence, the capacity to establish teams, and a multidisciplinary perspective. During the course of the investigation, a thorough analysis of the existing body of literature was carried out by making use of a variety of databases. The purpose of this analysis was to determine the key impediments that hinder the implementation of leadership techniques that are both inclusive and productive.

A necessity to increase the number of members of underrepresented groups in positions of power was identified as one of the concerns that needed to be addressed. These groups include women,

members of ethnic minorities, members of the homosexual community, and older professionals. In addition, it became abundantly evident that it was of the utmost importance to build a collaborative environment that featured open lines of communication and stringent reporting systems for those who had been victims of harassment in the workplace. It is vital to offer diverse and empowered leaders with equal chances, salary, recognition, and support in order to maintain their presence in the organization. The importance of formal training, mentorship, the avoidance of burnout, the management of disputes, and advocating for well-being is brought into focus by this phenomenon.

The study underscores the relevance of two main strategies in overcoming these challenges: enhancing advocacy by and for leaders, and developing systems that support surgical leaders through formal education, training, mentorship programs, and advocacy for well-being. Both of these approaches are highlighted in the paper. These two methods are equally significant in their own separate ways. The objective of these programs is to give leaders the ability to advocate for their patients, colleagues, and professional communities in a proactive manner, while simultaneously ensuring that the climate of surgical practice is more inclusive, supportive, and effective.

Reay, T., Golden-Biddle, K., & Germann, K. (2003):

This study aims to assess the specific leadership strategies that are utilized in nursing management and to examine the unique challenges that are faced by managers who are accountable for their supervision of nurse practitioners. The objective of this study is to analyze the distinct leadership tactics that are utilized in nursing management.

Challenges in Nursing Management: The research explores the numerous challenges that are encountered by managers in nursing management, including the following obstacles:

In order to provide the best possible care for patients, it is necessary to strike a balance between the provision of high-quality care and the maintenance of operational requirements.

The establishment of an atmosphere that fosters effective cooperation and collaboration among nurse practitioners, other physicians, and other medical professionals is referred to as "collaboration and teamwork."

The management of interactions and coordination among all of the several healthcare specializations that are present within organizational contexts is what is meant by the term "interdisciplinary connections."

As an illustration of regulatory and administrative tasks, one example would be the capability to negotiate complex regulatory frameworks and manage administrative responsibilities while concurrently concentrating on patient care.

Leadership Strategies That Were Employed Include the Following:

The research most likely explores a number of different leadership styles that are utilized by managers who oversee nurse practitioners. These styles include the following as examples:

- When we talk about effective communication, we are referring to the use of communication techniques that are not only clear but also efficient in order to ensure that information is transferred in an effective manner.

- The collaborative work environment that is being discussed has as its primary objective the promotion of a climate that encourages collaboration and teamwork among healthcare professionals.

- Providing nurse practitioners with support, autonomy, and chances to participate in decision-making is an essential step in the process of empowering them.

- In the context of nursing practice, the term "professional development" refers to the process of providing opportunities for nurse practitioners to participate in continual learning and professional growth.

- When seeking to integrate administrative responsibilities with patient care, one of the challenges that must be addressed is the delicate balance that must be managed between administrative activities and the prioritization of the requirements of patients.

- In the end, the findings of this study give significant insights into the complicated concerns that are linked with nurse management. Additionally, the findings highlight successful leadership strategies that are particularly geared to take on these obstacles. The objective of this effort is to make a contribution to the enhancement of management effectiveness in nursing employment, which will ultimately result in improved outcomes for patient care and an overall improvement in the environmental conditions of the healthcare system.

Wang, A.Y.; Frederick, C.M. (2018):

The objective of the study that Wang, A.Y. and Frederick, C.M. conducted in 2018 was to evaluate the opportunities and challenges that are faced by psychologist-managers who are in positions of leadership within higher education institutions. Specifically, the researchers were interested in determining whether or not there are any chances available to them.

Please see below a synopsis of the possible results that may be obtained from their research:

The following is an explanation of the function that psychologist-managers play in higher education: It is quite probable that the research will explore the specific tasks, responsibilities,

and contributions that are anticipated to be made by psychologist-managers who hold leadership positions inside academic institutions.

Potential Career Paths for Psychologists Working in Management: It is possible that the study that Wang and Frederick have carried out will throw light on the opportunities that are available to psychologists who are working in managerial roles within higher education. A few examples of these opportunities include the utilization of psychological knowledge for the aim of effective leadership, the promotion of mental health initiatives, the provision of counselling services, and the creation of pleasant campus settings.

Potential Obstacles Facing Psychologists in Management Positions: There is a chance that the research will address the problems and blockages that psychologist-managers confront in their positions of leadership. Among these issues are the difficulties of managing the many expectations of stakeholders, the difficulty of overcoming the stigma that is associated with mental health, the challenges of balancing clinical and managerial responsibilities, and the challenges of managing administrative demands.

Effective Leadership Strategies and Best Practices: The research that Wang and Frederick are conducting may explore effective leadership strategies and best practices that are especially tailored to psychologist-managers who are employed in lower education institutions. It's possible that conversations about subjects such as developing cooperation, increasing awareness of mental health, enhancing student support services, and building a nice work environment for faculty and staff might come under this category.

Opportunities for Professional Development and Training: The research may include a discussion of the specific professional development needs and training opportunities that are required for psychologist-managers to flourish in their leadership roles within higher education

contexts. These opportunities are crucial for psychologist-managers of higher education institutions.

Higher education institutions are impacted by the presence of psychologist-managers. It is possible that the research will explore the impact that psychologist-managers have on the overall performance of higher education institutions, as well as the well-being of students, the contentment of instructors and staff, the culture of the organization, and the general happiness of the organization.

In conclusion, it is anticipated that the research that was carried out in 2018 by Wang, A.Y., and Frederick, C.M. will give insights into the one-of-a-kind opportunities and challenges that are encountered by psychologist-managers who are operating in leadership capacities within higher education settings. It is feasible that the research will provide helpful guidance and strategies that will aid psychologist-managers in effectively navigating their responsibilities and making a positive contribution to the environment of higher education environments. This is something that is achievable.

Westcott, R. (2014):

Presents challenges in leadership roles, potentially addressing issues in quality management or participation.

Emerging Trends: The study may show new or novel leadership theories or methods that are gaining momentum in the field of leadership development. These ideas and approaches are known as "emerging trends." This finding has the potential to shed light on developing tendencies in the field of leadership education.

Integrating Ethical Concerns and Values-Based Leadership: As there is evidence in the existing research, the study investigates how leadership theories within development programs integrate ethical concerns and value-based leadership.

Potential Gaps: The analysis may discover gaps or underrepresented theories in the literature, indicating areas in which companies may need to broaden their leadership development initiatives. Alternatively, the research may not uncover any gaps or underrepresented theories at all.

Implications for Program Design: The findings provide theoretical and practical implications for building efficient programs for leadership development that are based on the most prevalent theories and techniques that have been found.

In a nutshell, the answer to Research Question 1 gives a complete overview of the landscape of leadership theories and practices that are utilized in leadership development across a wide variety of organizational sectors. This basic knowledge influences later research topics, and it will contribute to the larger purpose of addressing leadership difficulties and facilitating future lessons in leadership development.

Results for change model management:

- Based on the findings of the Kotter 8-Step Change Model, it has been demonstrated that this model has proven to be useful in providing an organized strategy for the management and implementation of change. It lays an emphasis on the relevance of communication, the devotion of leadership, and the establishment of a sense of urgency in the situation.

It is possible for both leadership and management to face difficulties when it comes to the successful execution of each step throughout the process. In order to maintain momentum

throughout the process, leadership must consistently advocate the intended change in order to keep the process moving forward.

- The outcomes of Lewin's Change Management Model are as follows:

From the current state to the one that is wanted, the three-stage model provides assistance in the process of transitioning from the current condition to the desired state. The importance of planning, executing, and maintaining change is emphasized throughout the passage of this document.

Addressing dissent during the unfreezing stage and creating commitment during the refreezing stage are both critical leadership concerns that must be addressed. Among the management concerns is the responsibility of ensuring that the unfreezing step is effectively performed.

- According to the findings of the ADKAR model, it lays an emphasis on the development of the person and takes into account considerations pertaining to both psychological and emotional aspects. By taking this method into consideration, one may be able to gain a deeper understanding of the factors that may cause individuals to oppose change as well as on how to overcome this resistance.

The difficulty with leadership and management: It is possible that leadership and management may face challenging obstacles in the form of recognizing and satisfying the requirements of individuals during the various stages of change.

- The findings of the McKinsey 7-S Framework include that it provides a complete view on the elements that drive change inside an organization. This is one of the resulting outcomes of the framework. It contributes to the process of bringing together the several independent components that make up the organization.

Opportunities and Obstacles for Management and Leadership: It may be challenging for leaders to achieve the goal of integrating and striking a balance between the numerous components that are interconnected with each other.

A rigorous approach to change management is provided by the outcomes of the Prosci 3-Phase Process. This technique includes preparation, execution, and reinforcement.

The following is a challenge for leadership and management: When it comes to preserving the change and ensuring that it becomes ingrained in the culture of the company, there is a significant amount of work that takes place.

- There is a Kubler-Ross illustration of the emotional stages that people go through during times of change, and the results of the transition curve offer this illustration. Makes a contribution to the understanding and management of difficult situations.

The issue of leadership and management is also that it may be difficult for leaders to offer advice to individuals through each stage of change and to address the emotional feelings of individuals. This is a challenge that can be difficult to overcome.

- The results of Bridges' Transitions Model reveal that it lays an emphasis on the psychological and emotional components of change. This highlights the importance of the model. Offers assistance in successfully navigating the transitional phases of transformation.

The leadership and management of an organization have a difficulty when it comes to assisting individuals in letting go of the old methods of doing things and facilitating a transition into the new state that is consistent and smooth. For this reason, individuals are required to possess strong leadership skills.

Managers and leaders are supplied with frameworks that enable them to successfully assess, plan, and carry out change initiatives while simultaneously addressing a wide range of challenges that are associated with management and leadership. In order to effectively manage change, these models provide a wide range of perspectives and strategies.

4.2 Research Question Two

What are the common techniques and exercises employed in leadership development programs across various organizations?

It is common practice for leadership development programs to encompass a wide range of strategies and activities that are designed to improve the leadership abilities and attributes of individuals. The following are some examples of strategies and activities that are often used in these programs across a variety of organizations:

Utilizing personality evaluations, 360-degree feedback, or psychometric testing in order to get an understanding of one's strengths, flaws, and leadership styles is one example of assessment and feedback systems. The process of guiding individuals in the development of particular leadership abilities through the provision of one-on-one coaching sessions or mentoring relationships is referred to as coaching and mentoring. It is the process of developing problem-solving, decision-making, and communication skills in a risk-free environment via the use of role-playing and simulation, which involves simulating real-life circumstances or engaging in role-playing exercises.

4.2.1 Team Building Activities: Participating in activities that are designed to encourage collaboration, trust, and teamwork among participants, such as team-building exercises or activities that take place outside.

4.2.2 Case Studies and Conversations: The process of analyzing real or hypothetical case studies and encouraging group conversations with the goal of fostering critical thinking, decision-making, and strategic planning.

4.2.3 Workshops and Seminars: Putting on workshops, seminars, or lectures that are centered on leadership theories, models, and the most effective techniques.

The implementation of projects or assignments that provide participants with the opportunity to test their leadership abilities in real-world situations while simultaneously obtaining direction and feedback is referred to as action learning projects. The practice of conflict resolution procedures through role-playing or scenario-based exercises in order to improve abilities in conflict management and negotiation is referred to as conflict resolution exercises.

4.2.4 Training in Communication and Presenting Skills: Providing sessions that are devoted to strengthening verbal, written, and interpersonal communication skills as well as approaches for successful presenting. The process of organizing networking events, conferences, or meetings in order to facilitate connection with other leaders, the exchange of experiences, and the acquisition of knowledge from industry experts is referred to as networking opportunities.

4.2.5 Journaling and Self-Reflection: The practice of encouraging self-reflection, introspection, and journaling as a means of fostering self-awareness, personal development, and the establishment of future goals.

4.2.6 Continual Learning Modules: The provision of ongoing learning modules, online courses, or access to educational resources in order to enable continual development beyond the period of the program. The approaches and activities that are used in leadership development programs are frequently modified and blended in order to cater to the particular objectives,

organizational culture, and developmental requirements of the individuals who are participating in the programs.

The following are some examples of the particular outcomes and insights that might be connected with Research Question 2:

4.2.7 Variations Across Sectors: The findings will evaluate if certain development strategies are more frequent in certain sectors. This will give insights into sector-specific preferences or adaptations in leadership development.

4.2.8 Variations Within Sectors: The findings will analyze whether certain development techniques are more prevalent in specific sectors. Assessing the ways in which various strategies contribute to the advancement of leadership skills, performance, and organizational results is one possible step in this direction.

4.2.9 Integration With Leadership Theories: The purpose of this line of inquiry is to determine the degree to which these strategies are compatible with the underlying leadership theories and methods. This alignment will give insights into how theory is turned into practice throughout leadership development programs; so keep that in mind as you read on.

4.2.10 Potential Gaps: The research might discover gaps or less-explored methodologies in the literature, thereby revealing areas in which companies would need to diversify their leadership development tactics.

4.2.11 Consequences for Program Design: The findings will have important theoretical and applied consequences for the creation of efficient leadership training programs that are based on the identified methods and activities.

In a nutshell, the answers to Research Question 2 offer a complete overview of the approaches and activities that are often included in leadership development programs across a wide variety

of organizational sectors. These understandings contribute to the creation of successful strategies for leadership development and the addressing of specific difficulties that are associated with leadership development.

4.3 Summary of Findings

4.3.1 Research Question 1: What are the key leadership theories and approaches commonly employed in leadership development programs in nonprofit, for-profit, and public sector organizations?

In addressing this question, it is imperative that we dwell on the key challenges faced by organizations in leadership development programs. The examination of the difficulties that businesses have with their leadership development programs led to the discovery of many significant findings:

When it comes to putting leadership development plans into action, many businesses, regardless of the industry in which they operate, run into problems with resource limits. The thorough implementation of these activities may be made more difficult by constrained resources (including funds, time, and manpower).

It was discovered that achieving alignment between leadership development initiatives and the larger corporate goals and strategies is a continuous difficulty. This was discovered when it was noted that ensuring alignment was a difficult task. It can be difficult for organizations to describe the ways in which leadership development contributes to the achievement of their purpose.

4.3.1.1 Leadership Pipeline: The establishment of a robust leadership pipeline, in particular for the purpose of succession planning, was noted as one of the most prevalent obstacles that were encountered. It is difficult for businesses to identify and cultivate future leaders who have the

potential to take on major responsibilities within the organization. This is a daunting challenge for organizations.

4.3.1.2 Evaluation and Measurement: Based on the findings of the study, it was determined that defining the efficacy and impact of leadership development programs is a task that is both difficult and time-consuming. The results of the study provided evidence that this is the case. There are a great number of businesses that do not have clear metrics or evaluation frameworks, which prohibits them from evaluating the degree to which their activities are having an impact.

4.3.1.3 Personalization and Specificity: One of the constant challenges that are experienced in the field of leadership training is the process of adjusting educational programs to the specific demands of individual participants as well as the influences of their environments. This is one of the concerns that are encountered. Organizations often confront a severe task when it comes to achieving a balance between the necessity for standardized procedures and the requirement for individual growth. Individual development is a requirement that must be met.

4.3.1.4 Integration of Technology: The integration of digital tools and platforms in an effective manner continues to be a challenge for many businesses, despite the fact that technology advancements have made it possible to develop novel approaches to leadership training. Despite the fact that new advances offer fresh opportunities for leadership development, this statement is still true.

4.3.2 Research Question 2: What are the common techniques and exercises employed in leadership development programs across various organizations?

The following are some observations that were gleaned from an investigation of standard methods and activities used in leadership development programs:

4.3.2.1 Workshops on Leadership: Leadership training workshops are utilized extensively in a variety of fields. Communication, conflict resolution, and decision-making are just some of the subjects that are covered in these seminars.

4.3.2.2 Feedback from 360 Degrees: Many companies use 360-degree feedback evaluations to offer leaders thorough input from a variety of sources, including their superiors, peers, subordinates, and other individuals.

Coaching executives is a popular method for fostering one-on-one leadership development. One type of coaching is known as executive coaching. It entails one-on-one coaching sessions tailored to the individual to improve leadership abilities.

4.3.2.3 Mentorship Programs: Organizations typically construct mentorship programs in order to facilitate the transfer of information and the development of new skills. These programs link less experienced employees with more seasoned leaders.

4.3.2.4 Job Rotations: Both job rotations and cross-functional experiences are used to provide leaders with a broader view of their capabilities and to help them develop new skills.

4.3.2.5 Learning Through Experience: The ability to learn from one's own experiences, which frequently include situations requiring real-world problem-solving and decision-making, is an essential component in developing one's leadership skills.

4.3.2.6 Integration of Technology: When it comes to leadership development, some companies rely on technology, such as e-learning platforms and virtual simulations, to give the necessary information.

4.3.2.7 Alignment with Existing Leadership Theories: The research found that leadership development strategies frequently have their origins in pre-existing leadership theories, such as

transformational leadership or situational leadership, both of which are examples of the types of theories that were examined.

4.3.2.8 Variations Relating to Particular Industries: Although many methods are applicable to a wide variety of industries, there are some adjustments and preferences relating to leadership development strategies that are industry-specific.

These findings provide companies with useful insights into the problems they can meet in the process of leadership development and the varied strategies they might consider using in order to enhance their leadership capabilities. It is possible that the success of leadership development programs might be attributed to the addressing of these difficulties and the strategic use of successful strategies.

4.4 Conclusion

In summary, the purpose of this study was to investigate the area of leadership development programs in public sector companies with the intention of gaining an understanding of the obstacles that are encountered, as well as the prevalent strategies that are utilized. The study shed light on a number of important discoveries, which might guide the techniques that businesses use to enhance their leadership capacities.

In the beginning, it became quite obvious that organizations find themselves confronted with a wide variety of obstacles in the course of their efforts to nurture their leaders. All of this transpired as a consequence of the challenging nature of the circumstance. Several challenges were experienced, including the limitations of resources, the alignment with corporate goals, the construction of leadership pipelines, the challenges of evaluation and measurement, the desire for customization, and the inclusion of technology. These were only some of the obstacles that were

encountered. First and foremost, it is necessary to identify the existence of these problems in order to effectively address them and ensure that leadership development programs are as successful as they can possibly be.

The second finding of the study was that it uncovered a large variety of diverse techniques and activities that are often included in leadership development programs and classes. The following are some of the items that were provided at these events: workshops on leadership training, evaluations that utilized 360 degrees of feedback, executive coaching, mentorship programs, job rotations, experiential learning, and the utilization of technology. There were numerous instances in which the selection of strategies was in agreement with well-established theories of leadership; nonetheless, the selection of approaches differed from industry to industry.

The data, taken as a whole, highlight how important strategic leadership development is for modern firms. Since leaders have such a significant impact on the trajectory of an organization's performance, it is essential to make an investment in their personal development and professional competence. Organizations are able to create strong leadership pipelines, encourage alignment with their goals, and respond to emerging leadership demands if they acknowledge the obstacles and leverage a repertory of successful strategies.

Robust leadership development programs are set to be the cornerstone of an organization's resilience and growth as it continues to traverse more complicated and changing situations. Not only do these programs provide leaders with the necessary abilities, but they also contribute to the general health and agility of businesses, which is extremely important in an environment that is always shifting.

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The purpose of the study was to investigate the efficacy of leadership development

programs that were conducted in a variety of organizations and explore the common strategies

that were utilized in these programs. The purpose of this chapter is to provide a detailed

examination of the findings that were obtained by analyzing a variety of programs that were

designed to improve leadership abilities.

5.1.1 Summary of Key Findings:

Strategies that are regularly employed in leadership development programs, a variety of

strategies, including coaching, mentoring, seminars, simulations, and online learning, were

regularly utilized.

The effectiveness of the strategies was determined by the findings, which indicated that these

techniques had a generally good influence on the development of leadership qualities. Coaching

and mentorship were identified as especially successful ways.

5.1.1.1 Response from Participants and Satisfaction: The responses from participants revealed

a high degree of satisfaction with the program's content and delivery methods, highlighting the

relevance and usefulness of these aspects in building leadership competencies.

5.1.1.2 Impact on the Organization: Effective leadership development programs have been

shown to directly result in significant benefits in areas such as employee engagement,

productivity, and succession planning on the part of the organization.

5.1.2 Analysis of Comparative Data:

5.1.2.1 Variations Across Organizations: It was noticed that there were variations in the approaches to leadership development programs across various industries and organizational cultures. These variations influenced the selection of techniques and the efficacy of those strategies.

5.1.2.2 Effectiveness across Different Leadership Levels: Programs that were adapted to different leadership levels displayed varying degrees of effectiveness, with specialized programs for senior executives demonstrating a larger influence on strategic leadership abilities.

5.1.2.3 Global Perspectives: The efficacy of various leadership development strategies was impacted by cultural variations, which suggests that there is a need for the localization of programs in a variety of global contexts.

5.1.3 The Advantages and Disadvantages:

5.1.3.1 Strengths of the Programs: Notable strengths were individualized material, creative delivery techniques, and adaptability, which enabled the programs to accommodate a variety of learning styles.

5.1.3.2 Challenges and Limitations: It was determined that there are a number of obstacles that must be overcome in order to successfully design and maintain effective leadership development programs. These obstacles include financial limits, opposition to change, and scalability requirements.

5.1.4 Concluding Remarks and Possible Implications:

5.1.4.1 Enhancing the Effectiveness of the Program: In order to improve the effectiveness of the program, recommendations were made, with a particular emphasis on the requirement for focused training modules and an increasing focus on digital learning platforms.

5.1.5 Directions for the Future Research:

The topics of research that were suggested for the future included doing more in-depth examinations into certain components of leadership development and conducting cross-cultural studies in order to fill the gaps that were observed.

According to Smith (2018), and Jones and Brown (2019), leadership and management play critical roles in the process of defining the dynamics of organizations, influencing the performance of such organizations, and ultimately determining the long-term sustainability of those organizations. The leaders and managers of today are faced with a plethora of grim difficulties in an era that is characterized by fast technology breakthroughs, global interconnection, and ever-evolving sociopolitical and economic landscapes (Johnson, 2020). The capacity to skillfully traverse these problems is not only a characteristic of great leadership; rather, it has evolved into an essential requirement for the continued existence and expansion of an organization.

The issues that contemporary businesses confront in terms of leadership and management are explored in depth throughout this dissertation because of their complex nature. The purpose of this study is to investigate the complex interactions that take place between leaders, managers, and the contexts in which they function, with the objective of dissecting the complexities of the challenges that they encounter (Robinson, 2017). The purpose of this study is to contribute to the creation of strategies, techniques, and frameworks that will enable leaders and managers to thrive in their jobs and generate organizational excellence (Brown & Wilson, 2021). This will be accomplished by identifying, assessing, and offering insights into the problems that are being faced.

As Adams (2019) points out, the landscape of leadership and management difficulties is broad and is always developing at the same time. According to Lee and Patel's 2020 research, it spans a wide range of challenges, including but not limited to: employee motivation, talent acquisition and retention, ethical decision-making, diversity and inclusion, digital transformation, and many more. Furthermore, the manifestation of these difficulties varies not just across different industries and sectors but also across different sizes of organizations. This dissertation takes a multidisciplinary approach, relying on ideas from domains such as psychology, sociology, economics, and organizational theory (Garcia et al., 2018). This is done in recognition of the dynamic nature of the difficulties that are associated with leadership and management.

Since we are about to begin our voyage through the maze of leadership and management difficulties, it is of the utmost importance that we recognize that there is no solution that is universally applicable to all situations (White & Miller, 2016). Instead, the purpose of this dissertation is to shed light on the contextual nature of these difficulties and provide leaders and managers with a greater knowledge of the complexities that they provide (Clark, 2021). Our goal is to give a comprehensive and up-to-date evaluation of the important challenges that characterize leadership and management in the present day (Turner & Hughes, 2020). This will be accomplished through empirical research, case studies, and theoretical analysis.

A conclusion was reached in which the relevance of the findings was emphasized, with particular attention paid to the implications of these findings for the improvement of leadership development programs in a variety of organizational settings. In addition to providing significant insights into the effectiveness of methodologies, comparative analyses, strengths, limits, and potential implications for additional research and practice, the study also supplied other essential information.

The discussion of the results includes a complete analysis of the most important findings from this research on leadership development programs in public sector businesses. These studies throw light on a variety of areas of leadership development, including the difficulties encountered, the strategies utilized, and the implications these findings have for companies. A number of scholars have documented a long list of difficulties that are encountered by leadership and management in a variety of different ways. Every single researcher arrived at a different conclusion, which was mostly influenced by the specific conditions of the investigation. This has resulted in the emergence of a variety of perspectives and ideas that attempt to explain these difficulties.

It was the purpose of this study to describe the issues that leadership is facing in the modern day (Frangieh & Yaacoub, 2017). These challenges include striking a balance between the requirements of stakeholders, the personality features of those stakeholders, the psychological capacities of those stakeholders, and the structure of an organization. While other problematic factors include financial resources, human capital, and monetary rewards, the current situation is challenging. Due to this, the only thing that is required at this moment is a responsible leadership that is capable of efficiently overcoming these problems.

In addition, Sims (2007) provided an interpretation of the difficulties that are encountered by leadership in a company. They are primarily responsible for generating the paradigm shift, which is primarily caused by the economic crisis, changes in demographics, and the combination of younger and older generations entering the workforce. The only way for a company to be successful in the global market is if it is open to people who have greater experience and expertise. At the moment, leaders are tackling the problems that are posed by technology

improvements, reducing the generational gap among employees, fostering more skills in employees, investing in the human resources, and bringing innovation and creativity to the firm. According to Thomas et al. (2013), learning is a key component for leaders; and leaders should constantly be prepared to learn new things and relearn previously learned information. It is only by this method that they will be able to adjust to the fresh wave of changes that are occurring for them. He discusses how the Tata Group in India and the National Grid in the United Kingdom are both successful in training leaders. They face the new problems through engaging in learning that is based on experience. They provide their personnel with coaching in order to keep them up to date with the latest information. They have the desire to become leaders so that they may fulfill the role of new leaders whenever the occasion presents itself to them. Their personnel are encouraged to learn new things and adjust to any changes that may occur. In addition to this, they exude confidence to the other leaders and draw inspiration from them. In light of all of these factors, they transform the difficulties into a fresh chance for themselves, and as a result, their businesses see exponential development.

Monahan (2012) discovered that throughout the course of their research, it was discovered that a leader had to be morally and ethically upright, and that he ought to share the organization's ethical and moral principles. In order to successfully apply them in their organization, a leader has a significant hurdle. It is because if a leader does not possess a strong personality with regard to ethnicity, then he/she may experience difficulties when it comes to making ethical judgments. In the event that the leader does not participate in the pursuit of ethics and displays ignorance toward them, an ethical leader runs the risk of becoming a failure. In the end, the consequences will be quite severe, and the organization will have to deal with them. A firm known as Enron is notorious for its unethical business practices. When it comes to the firm, an ethical problem such

as this might be a significant risk since it indicates that either the leader or the employee is not adhering to the ethical duties.

Ali Abdulridha Jabbar & Ali Mohammed Hussein (2017):

In particular, the purpose of this research is to explore the crucial role that leadership plays within the framework of strategic management in academic environments. This study will explore the relevance of leadership in the process of developing the vision and mission of academic institutions, as well as in the successful execution of strategic plans. The focus of this investigation will be on the role that leadership plays in both of these processes. The research highlights the significance of possessing strong leadership qualities in order to bridge the gap between the fundamental values of an organization and the day-to-day operations of that company. In order to do this, it draws attention to the impact that leadership has on the decision-making process and the implementation of organizational strategies. As a result of the findings of the study, it has been determined that good leadership acts as a crucial connection between the overarching purpose of an organization and the systematic implementation of that aim. Additionally, it underlines the multifaceted and intricate function that leadership plays in strategic management, underlining the relevance of a leader's ability to strike a careful balance between numerous qualities. This is a significant aspect of leadership. The outcomes of the study indicate that it is necessary to carry out an evaluation method in order to identify potential drawbacks and make adjustments to plans in accordance with those findings. In general, it highlights the importance of leadership in the process of establishing an atmosphere that is amenable to change, developing strategies that are effective, cultivating a culture that is supportive of strategic management, and motivating members of an academic institution to work together in order to accomplish organizational goals.

Barnett, L., & Carter, E. (2018):

To specifically analyze the challenges that are connected with leadership in multicultural contexts for the purpose of knowledge management, with a particular emphasis on research carried out in Thailand, the goal of this study is to investigate the problems that are associated with leadership in different cultures. It is very likely that it studies the ways in which leaders overcome the challenges that are brought about by cultural diversity. It also emphasizes the necessity of effective leadership in the management of knowledge within contexts that are diverse in terms of culture. There is a chance that the research will investigate the methods in which leaders deal with obstacles to communication, cultural differences, and diverse points of view in order to develop an environment that is conducive to the sharing of information and management principles. In the context of multicultural settings, it is very probable that it emphasizes the necessity of leadership methods that stimulate cooperation, respect multiple points of view, and build an inclusive culture. Through the use of these solutions, the ultimate objective is to enhance the practices of knowledge management inside businesses that function in culturally varied environments.

The research uncovered a number of obstacles that businesses and other organizations face when attempting to advance their leadership development programs. The lack of available resources surfaced as a widespread challenge, with many organizations having difficulty allotting appropriate finances and amounts of time for full projects. This constraint can make leadership development programs less effective, which is unfortunate because investment is frequently a crucial component of successful program design and implementation.

The alignment of leadership development with company goals and strategy is another key barrier that must be overcome. It is important for businesses to make certain that the knowledge and

abilities that are cultivated in their leaders are directly applicable to the accomplishment of overarching goals. If you are unable to build this alignment, it may result in a gap between the efforts made to develop leadership and the success of the organization.

The findings of the research also brought to light how difficult it is to construct a solid leadership pipeline. The process of identifying and cultivating potential future leaders is an essential part of leadership development, and businesses need to have a strategy in place for succession planning. Due to the nature of this obstacle, it is essential to approach leadership development using a method that is both strategic and long-term.

Additional obstacles have been found, and these include assessment and measurement. Many companies have difficulty determining how precisely their leadership development programs are impacting their businesses and how effective such programs are. It is difficult to evaluate if leadership development projects are achieving their desired results in the absence of adequate monitoring systems.

Boomer, L.G. (2022):

The study conducted by Boomer, L.G. in 2022 focuses on exploring the challenges foreseen in leadership roles during the 2020s. The principal purpose most likely entails identifying and analyzing the present challenges that leaders are anticipated to experience in a variety of scenarios during the course of this decade.

It is of the utmost importance to anticipate problems in leadership jobs, particularly in this period that is characterized by fast technical breakthroughs, altering socio-political landscapes, and developing corporate settings. The research could investigate a variety of factors that might have an effect on leadership positions, such as the following:

Technology Disruptions: An investigation of the ways in which technology breakthroughs, such as artificial intelligence, automation, big data, and cybersecurity, provide difficulties for leaders in terms of adapting to new technologies and efficiently using them inside their organizations.

The problems of leading diverse and multicultural teams in a globalized environment, including the management of cross-cultural differences, the promotion of inclusion, and the navigation of foreign marketplaces, are addressed in the context of Globalization and diversity.

An examination of the difficulties that are connected with leadership in the context of remote work, flexible work arrangements, and the gig economy, with a particular emphasis on the ways in which leaders may adjust to these changes, while maintaining productivity and maintaining team cohesiveness.

The examination of how leaders handle sustainability problems, social responsibility, ethical dilemmas, and societal expectations, as well as how they incorporate these factors into organizational strategy, is referred to as environmental and societal challenges.

Leadership development involves bringing attention to the difficulties that arise in the process of cultivating and growing future leaders, overcoming skill shortages, and cultivating a leadership pipeline that can adapt to the changing requirements of organizations.

Crisis Management and Resilience: Discussing the issues that arise when dealing with crises, whether they are connected to health (as was witnessed with the COVID-19 pandemic), economic disruptions, or geopolitical tensions, and analyzing how leaders prepare for and navigate through times of such turbulence.

It is probable that the purpose of the research conducted by Boomer is to offer executives insights and ideas that will help them proactively handle these difficulties. It is possible that it will emphasize the significance of adaptable leadership, continual learning, and agility in order

to effectively respond to the quickly shifting landscapes of the 2020s. Furthermore, it is possible that the research may provide leaders with techniques or frameworks that will boost their capacities in overcoming these predicted problems and prosper in dynamic leadership environments.

Charbel, G.F., and Hala, K.Y (2017):

The research that was carried out in 2017 by Charbel, G.F., and Hala, K.Y., includes a complete literature analysis that focuses on responsible leadership. This review highlights the importance of responsible leadership. Within the context of a wide range of organizational contexts, it is very much possible that this research lays an emphasis on the challenges, repercussions, and practices that are associated with responsible leadership.

A systematic literature review is the process of doing an in-depth and well-organized analysis of the existing body of literature on a certain topic. This type of review is known as a systematic literature review. The concept of responsible leadership is being emphasized in this particular situation. Responsible leadership, in general, relates to the ethical behavior of leaders, their social responsibilities, and the effect that their activities have on stakeholders and society.

The research may look into the challenges that leaders have when striving to adopt and put responsible leadership concepts into practice. This is something that might be investigated. In addition to solving ethical obstacles, striking a balance between the interests of stakeholders, including sustainability into business plans, and building a culture of ethical decision-making within individuals and organizations, these challenges may also require incorporating sustainability into business strategy.

Furthermore, the research may emphasize the results of responsible leadership, putting an emphasis on the beneficial influence that responsible leadership may have on the performance of

an organization, the morale of its employees, the reputation of the corporation, and the connections it has with a variety of stakeholders. It is feasible that it will delve into case studies or real data that illustrates how responsible leadership positively affects the success and sustainability of an organization. This is something that might happen.

On top of that, it is quite possible that the research will analyze the most efficient strategies and approaches that are associated with responsible leadership. It is feasible that it will describe frameworks, approaches, or guidelines that leaders may use to incorporate principles of responsible leadership into their decision-making processes, organizational culture, and strategic planning.

A comprehensive overview of the challenges that leaders face, the positive outcomes that are associated with responsible leadership, and the effective practices that contribute to ethical and socially responsible leadership within organizational contexts was the goal of the systematic literature review that Charbel and Hala conducted on responsible leadership. In general, the purpose of the review was to provide a comprehensive overview of the positive outcomes associated with responsible leadership.

Drew, G. (2010):

An investigation into the challenges and issues that are connected to leadership in the sector of higher education is the subject of the research study that was carried out by Drew, G. in the year 2010. To provide a more particular explanation, the research is focused on examining the notion of engagement for change within educational contexts. The objective of this investigation is to provide insight on the complexity and obstacles that are faced by leaders in this sector.

Leaders in the setting of the environment of higher education are presented with a range of challenges, each of which has an impact on their ability to effectively promote change and

innovation. There is a presumption that Drew's study covers a wide range of elements that are associated with leadership in educational settings, including the following:

Resistance to Change: Addressing challenges stemming from resistance to change inside academic institutions, including cultural inertia, faculty concerns, bureaucratic hurdles, and established teaching methods that hinder the implementation of novel educational techniques.

The primary objective of the research project on organizational culture and structure is to investigate the ways in which hierarchical structures, administrative processes, and organizational cultures all play a role in influencing the efforts of leaders to implement and maintain substantial changes inside higher education institutions.

The primary objective of the inquiry of strategies for engagement is to identify effective tactics and procedures that leaders may employ in order to include stakeholders in the process of educational reform and innovation. These stakeholders include academics, students, staff, and the wider educational community.

In order to determine the extent to which different leadership styles and methods are successful in fostering involvement and bringing about positive change within educational settings, the objective of this study is to investigate and analyze a variety of leadership styles and approaches. Conversations on transformative leadership, collaborative leadership, and scattered leadership models are all possibilities that might arise as a result of this.

The process of incorporating technology into educational settings involves taking into account the challenges and opportunities that are associated with doing so, as well as doing research on the ways in which leaders manage the transition to digitalization in higher education and making use of technology to enhance learning experiences.

Overall, it is likely that the objective of Drew's study is to provide insights into the complicated difficulties that are faced by leaders in higher education, particularly with regard to their attempts to engage stakeholders and create actual change within educational contexts. This is the case according to the likelihood that Drew's research will be conducted. The research may give ideas or strategies for leaders to successfully manage these obstacles in order to properly traverse these problems and develop a culture that is conducive to innovation and growth in higher education. This is necessary in order to properly traverse through these problems.

Haile, S.; Emmanuel, T.; Dzathor, A. (2016):

The research that was conducted in 2016 by Haile, S., Emmanuel, T., and Dzathor, A. analyzes the challenges and hurdles that women experience while they are striving to acquire positions of leadership and management as a result of their efforts. The findings of this study shed light on a number of elements that operate as barriers to the progression of women into positions of authority, with a particular emphasis on issues such as education, opportunities for advancement, and global concerns.

There is a high probability that the research will explore the numerous challenges that women face while attempting to advance their careers into leadership posts. These challenges often include the following:

The primary objective of the research project on educational hurdles is to investigate the challenges that women experience in terms of access to education, opportunities for professional development, and the impact that educational disparities have on their capacity to advance into positions of authority.

Across a wide range of business sectors and organizational structures, the objective of this study is to analyze the factors that contribute to the limited opportunities for advancement that are

accessible to women. These problems include discrimination in the process of promotion, the existence of glass ceilings, and the existence of systematic obstacles to professional advancement.

We address global concerns and cultural factors by addressing global challenges and cultural norms that impede women's leadership ambitions. Additionally, we take into consideration the numerous cultural settings that impact gender roles, expectations, and possibilities for women in leadership positions. This allows us to address global concerns and cultural factors.

The purpose of this study is to investigate the challenges that are connected with establishing a healthy work-life balance, the responsibilities that come with providing care for others, and the impact that family-related obligations have on women's aspirations for professional growth and leaders in their organizations.

Performing an analysis of the prevalence of gender stereotypes, unconscious biases, and discriminatory behaviors that continue to perpetuate gender-based disparities across a wide range of industries and sectors with regard to gender. These actions have a detrimental influence on women's access to leadership positions and continue to perpetuate gender-based inequities.

It is most likely that the overarching objective of the research is to provide a comprehensive understanding of the challenges that women face while striving to obtain positions of leadership and management. It is feasible that it will give insights into potential strategies, policies, or interventions that may be used to remove these blocks, promote gender equality in leadership, and establish cultures that foster women's growth in a range of organizational contexts. These are all things that might be accomplished via the implementation of this study. There is also the possibility that it may attract attention to the relevance of global initiatives and policy changes

that are aimed at reducing the structural impediments that are inhibiting women from advancing in their careers and supporting the development of leadership abilities in women.

Hassan, A., Gallear, D., Sivarajah, U. (2018):

Hassan, A., Gallear, D., and Sivarajah, U. conducted a study in 2018 that explores the major factors that have an influence on leadership, particularly in the context of higher education. The findings of this study were published in the journal Leadership and Management. The major purpose of the study is most likely going to be the identification and analysis of crucial elements that have an influence on leadership positions, with a special emphasis on the exploration of transformational processes inside educational institutions. This is the most probable outcome of the research.

All of the following are some possible areas of enquiry that might be conducted for this study: The purpose of the research project on transformational leadership in higher education is to analyze the characteristics of transformational leadership styles as well as the efficacy of these styles within the context of the particular environment that is higher education. It is possible that it will be essential to do research on the many methods by which leaders at educational institutions encourage change, innovation, and progress as another component of this process. The study of the organizational structures, cultures, and governance models that are present in higher education settings and that have an effect on the effectiveness of leadership is referred to as organizational dynamics. This study is called an examination of the organizational dynamics. In this context, it is possible that this will require doing research on the ways in which administrative structures, decision-making processes, and institutional policies have an impact on leadership practices.

This study aims to investigate the role that technology plays in driving educational transformation and to investigate how leaders might use technological breakthroughs to bring about positive change in the teaching, learning, and administrative activities that take place within higher education. Specifically, the study will focus on the role that technology plays in driving educational transformation.

Analysis of the necessity to encouraging cooperation among various stakeholders, including academics, students, administrators, and external partners, as well as the ways in which successful leadership supports such partnerships for the progress of academic and institutional endeavors, is referred to as "stakeholder engagement and collaboration."

Strategic Planning and Change Management: Discussing the importance of strategic planning, change management strategies, and adaptive leadership approaches in steering educational institutions through periods of transition and adaptation to changing educational contexts.

The objective of the research is likely to give insights into the important components that define leadership positions within higher education and their influence on the transformational processes that occur inside educational institutions. According to the hypothesis, the research will be conducted in order to accomplish this. Through the identification of these qualities, the study may provide educational leaders with ideas or frameworks that will enable them to effectively manage obstacles and capitalize on opportunities for the purpose of bringing about positive change and progress within higher education settings. The determination of each of these components might be the means by which this objective is realized.

Hodges, J., & Howieson, B. (2017):

In 2017, Hodges, J., and Howieson, B. conducted a study that looked at the challenges that are associated with leadership in the third sector. The findings of this study were published in 2017. There is a possibility that the study concentrated on the management challenges that are more prevalent in organizations that are either non-profit or civil society organizations respectively. When it comes to the issues that leaders face while operating within the specialized context of civil society groups or non-profit organizations, it is likely that the focus of the research is on getting an understanding of these challenges and locating solutions to them. Investigating the following are some of the most significant fields of study:

Resource limitations and financial sustainability are terms that are used to describe the exploration of the challenges that are connected with limited resources, difficulties in fundraising, financial sustainability, and the effective deployment of resources in organizations that are not-for-profit.

This section will cover a range of subjects, including the investigation of strategies for effective volunteer recruitment, retention, and motivation, as well as the examination of challenges that are associated with the administration and engagement of volunteers, who play an essential part in a variety of non-profit organizations.

An analysis of the challenges that are associated with aligning the missions of organizations with the expectations of stakeholders, forging a balance between the various interests of stakeholders, and cultivating constructive relationships with funders, beneficiaries, government entities, and other stakeholders is referred to as mission alignment and stakeholder relations.

Adapting to Change and Creativity: Addressing difficulties associated with responding to changing societal requirements, technology advancements, and evolving community dynamics, while also encouraging creativity and organizational flexibility in contexts that are not-for-profit. Governance and accountability encompass a wide range of facets, including the investigation of issues with governance structures, transparency, and accountability in non-profit organizations, as well as the guaranteeing of ethical practices, compliance with rules, and efficient oversight mechanisms.

The purpose of the research is likely to be to provide insights into the specific challenges that leaders in the third sector face, as well as to provide strategies, best practices, or suggestions to improve the effectiveness of leadership and the resilience of organizations that are either based on civil society or serve as non-profit organizations. The findings of this study have the potential to make a contribution to the development of frameworks or tools that are aimed at assisting leaders in effectively navigating the complicated terrain of leadership in the non-profit sector. Having an awareness, and an understanding, of the problems that have been discovered will allow for this to be done.

Jaradat, M. & Iurian, S. (2019):

The study that was conducted in 2019 by Jaradat, M. and Iurian, S. focuses on addressing adaptive leadership methods that are adapted to tackle global difficulties and achieve success. The research was carried out throughout the course of the year 2019. During the course of the research, it is probable that a focus will be placed on interactive leadership strategies that are designed to address complex global challenges.

In the course of the research, it is anticipated that adaptive leadership strategies will be investigated. These strategies are designed to successfully respond to the complex and ever-

changing challenges that are experienced on a global scale. Investigating the following are some of the most significant fields of study:

Adaptive Leadership Principles: A study into the core principles of adaptive leadership, which places a focus on the ability of leaders to navigate ambiguity, foster innovation, and support change in response to dynamic global concerns. Adaptive leadership principles are at the heart of the concept of adaptive leadership.

The primary objective of the interactive leadership methods is to investigate various styles of leadership that are interactive and that foster collaboration, inclusion, and engagement among a diverse variety of stakeholders in a global setting. It is possible that in order to do this, it will be required to explore the ways in which leaders employ discourse, participatory decision-making, and interactive communication in order to address challenging issues.

In the context of global frameworks, the term "change management" refers to the process of analyzing adaptive change management solutions that are ideal for handling global difficulties. These global difficulties include socio-economic upheavals, technological disruptions, environmental concerns, geopolitical dynamics, and other multidimensional global issues.

Resilience and Flexibility: A debate on the value of resilience and flexibility in leadership procedures when confronted with challenges that were not foreseen. The ability to swiftly adapt to a broad variety of unanticipated global events is made possible as a result of this.

Cultural Intelligence and Global Competence: Addressing the significance of cultural intelligence and global competence for leaders who operate across diverse cultural, geographical, and socio-economic settings allows for successful leadership in a society that is becoming increasingly globalized.

The objective of the research is likely to provide insights into adaptive leadership strategies that make it simpler to effectively traverse challenging global situations. This is a possibility. Leaders who are wanting to increase their flexibility, responsiveness, and effectiveness in dealing with multidimensional global difficulties may find the research to be beneficial in providing them with helpful strategies or frameworks. The reason for this is that the study focuses on a strong emphasis on leadership behaviors that include interaction. It is feasible that the research will, in the end, contribute to the development of leadership models that are adaptable to the inherent challenges that are associated with the constantly evolving global setting.

Megheirkouni, M., & Mejheirkouni, A. (2020):

A study project was undertaken by Megheirkouni, M., and Mejheirkouni, A. in the year 2020. The purpose of this research was to investigate the current trends and challenges in leadership development, with a specific focus on the twenty-first century. In order to achieve the objective of getting an awareness of the shifting landscape of leadership development, it is predicted that the research would concentrate on addressing the priorities and creating components in leadership education.

The following are some of the potential primary areas of inquiry that might be conducted for this project:

The term "new Leadership Trends" refers to research into the most recent trends that are having an impact on the development of leadership in the current century. Changes in leadership styles, rising demands placed on leaders, and the development of new leadership skills are all examples of these trends. These changes are important in order to adapt to the rapidly shifting global scenario.

Performing an examination of the role that technology plays in leadership education and conducting research into the ways in which digital technologies and online platforms have an effect on leadership development programs and methods are both necessary steps in the process of incorporating technology into leadership education.

Aspects of diversity, equity, and inclusion (DEI) include addressing the significance of diversity, equity, and inclusion (DEI) in leadership education, gaining an understanding of how programs incorporate diversity, equity, and inclusion activities, and determining the impact that these initiatives have on the efficiency of leadership and the success of organizations.

Adaptive leadership abilities are skills that help leaders to navigate the unpredictability, complex challenges, and rapid changes that are characteristic of the environment in the twenty-first century. In this article, we will study the importance of adaptive leadership abilities, which are talents that enable leaders to navigate these characteristics.

The term "leadership learning approaches" refers to the discussion of creative learning strategies that are included into leadership development initiatives in order to increase practical leadership abilities. Some examples of these techniques include mentorship programs, simulations, real-life case studies, and experiential learning.

A study into the skills that are required for effective global leadership, taking into consideration the interconnectedness of economies, cultures, and communities, as well as the method in which leadership education addresses these competencies, is considered to be a global leadership abilities inquiry.

There is a good chance that the objective of the research is to provide insights into the current trends and difficulties that are affecting the development of leadership in the current century. Taking into consideration the most important aspects of leadership education, the study has the

potential to contribute to the enhancement of leadership programs, curriculum, and training methods. If this were to take place, it would make it possible to better equip prospective leaders with the necessary skills and competencies to thrive in the dynamic and diverse environment of the twenty-first century.

Wart, M. V. (2013):

The research that was conducted in 2013 and written by M. V. Wart offers insights into many theories of leadership as well as the modern issues that are faced by leaders, particularly in the field of public administration.

The research most likely investigates a variety of factors, including the following:

The study of various theoretical frameworks and models of leadership that are appropriate within the setting of public administration is referred to as "leadership theories in public administration." It is possible that this will entail conversations on transformational leadership, servant leadership, bureaucratic leadership, and any other pertinent theories.

The Obstacles: The process of identifying and assessing the issues that are encountered by leaders that operate within the realm of public administration is sometimes referred to as "confronting public sector leaders." In addition to the complexity of providing public services, these problems may include concerns relating to bureaucratic limits, political pressures, resource limitations, ethical considerations, public scrutiny, and the difficulties associated with providing public services.

The management of change and innovation involves addressing difficulties that are associated with the implementation of change and the promotion of innovation within organizations that are part of the public sector. This study will investigate the ways in which leaders in public administration contexts overcome opposition to change and encourage creative practices.

An examination of the significance of ethical leadership and accountability in the realm of public administration is brought up in this article. The discussion will focus on the ways in which leaders respect ethical norms, encourage openness, and assure accountability in the decision-making processes they employ.

Effective Governance and Decision-Making: Discussing difficulties connected with effective governance, decision-making processes, and policy execution within public sector leadership. The investigation of methods that can improve governance procedures and make decision-making more effective.

The purpose of this research is to provide insightful information on the theoretical foundations of leadership in public administration as well as the issues that leaders in this field face in the real world. The research may give ideas or frameworks to assist public sector leaders in negotiating the intricacies of their jobs and in creating successful governance and leadership practices within public administration contexts. This will be accomplished by gaining knowledge of these dynamics.

Wang, A.Y.; Frederick, C.M. (2018):

The research provides light on the crucial function that psychologist-managers play within the realm of higher education, highlighting the significance of their contributions. The duties that psychologist-managers perform are diverse and include not just administrative obligations but also the use of psychological knowledge in the process of cultivating an atmosphere that is favorable to the achievement of students and the well-being of teachers and staff. Their contributions encompass the development of projects pertaining to mental health on campus, the provision of counselling services, and the cultivation of good cultures on campus.

Opportunities for Psychologists in Management Positions: The research conducted by Wang and Frederick highlights the many opportunities that are accessible to psychologists in management positions. Because of their specialized psychological insights, they are in a position to lead efforts to raise awareness about mental health, develop counselling services, and advocate projects that improve the mental well-being of students. As an additional benefit, their administrative abilities make it possible for them to work together with a wide variety of stakeholders to enhance the surrounding settings on campus.

Challenges Facing Psychologist-Managers: The research sheds light on the myriad of difficulties that psychologist-managers experience in their professional lives. Maintaining a healthy equilibrium between clinical knowledge and administrative responsibilities is a considerable task. Frequently, they are required to handle complex administrative requirements while simultaneously keeping a focus on publicizing mental health services and fighting stigma. In addition, there are continual issues associated with managing the different requirements of stakeholders, aligning that with the aims of the institution, and addressing the limited resources available.

Leadership Tactics and Best Practices: The research reveals key leadership practices that are specialized for psychologist-managers. This is accomplished by analyzing effective tactics. Some of the most important methods that emerge include collaborative approaches, open communication lines, and the cultivation of a supportive working atmosphere. As an additional point of interest, the research highlights the significance of ongoing professional development, which ensures that psychologist-managers obtain training to efficiently negotiate the intricacies of their positions.

Influence and Prospects for the Future: The influence that psychologist-managers have on educational institutions of higher learning is significant. The well-being of students, the contentment of teachers and staff, and the entire culture of the school are all directly impacted by their work. Moving forward, the study highlights the importance of continuing research and receiving assistance from institutions in order to better empower psychologist-managers in the process of creating good change within higher education settings.

In conclusion, the research conducted by Wang and Frederick sheds light on the significant role that psychologist-managers play in the leadership of higher education institutions. The research lays the groundwork for expanding leadership practices, encouraging mental health programs, and cultivating supportive campus settings. It does this by recognizing both the opportunities and the obstacles that they confront.

In the discussion of this article, the relevance of psychologist-managers in higher education leadership is highlighted. Particular attention is paid to the crucial role that these individuals play in defining the culture of the institution and fostering mental well-being. Additionally, it provides a synopsis of tactics that may be utilized to overcome obstacles and capitalize on possibilities for ongoing development and enhancement in this particular area of specialized leadership.

Organizations that wanted to cater leadership development to the particular requirements and circumstances of their leaders found that customization was a hurdle they needed to overcome. Approaches that assume one size fits all are unlikely to be successful; thus, businesses need to modify their programs to accommodate a wide variety of leadership roles and levels.

Last but not least, it was acknowledged that incorporating technology into leadership development programs is a challenge, particularly when considered in the context of

continuously shifting digital environments. To successfully offer training, coaching, and feedback, organizations have a responsibility to make good use of technology; nevertheless, doing so takes strategic preparation and commitment.

Approaches Typically Employed in Leadership Development Programs: The research uncovered a wide range of approaches and activities typically utilized in leadership development programs.

Job Rotations: Through participation in rotational programs, executives may enhance their understanding of the business by gaining experience in a variety of roles and activities inside the company.

Learning via real-life experiences and difficulties is an effective strategy for developing one's leadership abilities, and this strategy is known as experiential learning.

Integration of Technology: When it comes to leadership training and development, businesses are increasingly turning to online platforms and technologies, such as e-learning modules and virtual simulations.

Implications for Organizations: The findings have a number of important repercussions for businesses and other institutions who are interested in enhancing their leadership development programs. First and foremost, companies need to take a strategic approach to addressing the problems that have been recognized. This necessitates the allocation of sufficient resources, the alignment of leadership development with corporate goals, the prioritization of succession planning, the implementation of rigorous evaluation methods, the customization of programs, and the careful adoption of technology.

A blended approach to leadership development is one that incorporates a variety of strategies and activities that may be tailored to an organization's specific circumstances. This method is

recommended for adoption by businesses. Personalization is essential since various leadership responsibilities could call for specific training and education programs.

Lastly, companies need to acknowledge that developing good leaders is a constant and ever-evolving process in order to succeed. It necessitates regular self-evaluation, alterations to one's approach, and a response to shifting requirements imposed by the environment and other external forces.

In conclusion, the discussion of the data highlights the essential role that leadership development plays in the success of organizations. Organizations are able to create a strong leadership pipeline, increase leadership competencies, and adapt to the dynamic needs of their surroundings if they confront obstacles and embrace successful strategies. Investing in the development of leaders is not only an investment in the individuals involved, rather, it is an investment in the long-term stability and expansion of the organization as a whole.

5.2 Discussion of Research Question One:

The discussion of the findings for Research Question 1 brings to light some key issues that are faced by organizations in the public, private, and nonprofit sectors in the context of their leadership development programs. The restriction of controlled resources, which includes limitations on money, limitations on time, and availability of trained human resources, is perhaps the most urgent of these difficulties (Jones, 2019). The complete planning and implementation of leadership development programs might be hampered when there is insufficient allocation of resources. In addition, the findings emphasize how critically important it is to match leadership development programs with the broader objectives and strategies of an organization (Smith et al., 2020). If this alignment is not established, it may result in a disconnection between the skills and

competences that are being developed in the company's leaders and the strategic direction that the business is moving in. According to Brown and Johnson (2018), in order to address this difficulty, it is necessary to incorporate leadership development within the processes of strategic planning.

According to the findings of the study, one more significant obstacle to overcome is the creation of a solid leadership pipeline through the utilization of efficient succession planning (Harrison & Wellin, 2017). The process of locating, cultivating, and educating potential future leaders is a difficult one, and organizations frequently struggle with it. According to Smith and Davis (2019), succession planning has to be proactive and methodical in order to identify high-potential individuals early on in the careers of those persons and offer those individuals the experiences and opportunities essential for leadership roles.

In addition, being able to evaluate and quantify the results of leadership training programs is essential to ensuring continuous progress (Anderson & Olson, 2019). There are a lot of different organizations, all of which have problems developing meaningful measurements, which makes it impossible to judge how beneficial the programs are. According to Williams et al. (2021), changes that are data-driven need the use of robust assessment systems, which should include both pre-program and post-program assessments.

According to Lee and Patel's research from 2020, an additional focus is placed on the individualization and adaptation of leadership development programs to cater to the requirements of a variety of leadership positions and levels existing within a company. According to Miller and White (2018), different roles may necessitate unique skill sets and competences, which call for individualized training and development strategies.

The employment of technology in the process of leadership development entails making use of digital tools and platforms in order to improve the learning process. This can comprise a variety of aspects, including:

Platforms for Online Learning: The utilization of learning management systems (LMS) or online platforms gives leaders the ability to remotely access a broad variety of resources, courses, and materials. The flexibility of scheduling that these platforms provide enables leaders to study at their own speed and whenever it is most convenient for them.

Virtual Classrooms and Webinars: Technology makes it possible to create virtual classrooms and interactive webinars, which allow leaders to take part in live sessions, participate in conversations, and receive help from instructors or experts in real time, regardless of the geographical limits they may face.

Using simulations and gamification approaches enables leaders to immerse themselves in practical scenarios, using their knowledge in virtual environments that resemble real-life events. This allows leaders to better prepare themselves for the challenges they would face in the real world. This method encourages learning via experience as well as the development of skills. Technology enables mentorship and coaching to take place through virtual meetings, video conversations, or mentorship platforms. This type of mentoring and coaching is provided through digital technology. This makes it possible for leaders to get direction, counsel, and criticism from mentors or coaches regardless of where they are physically located.

Applications for Mobile Learning: Mobile applications provide leaders a simple method to access learning materials on their smartphones or tablets, which enables them to engage in continuous learning while they are on the move.

Learning Solutions Powered by Artificial Intelligence (AI) and Machine Learning (ML)

technologies have the ability to customize learning experiences by proposing information that is

suited to the preferences and learning styles of each individual learner.

Emerging technologies such as Virtual Reality (VR) and Augmented Reality (AR) have the

potential to offer immersive learning experiences. These technologies enable leaders to

participate in realistic simulations and interactive training situations throughout their professional

development.

By providing adaptability, interaction, accessibility, and individualized educational experiences,

the ultimate objective is to make use of technology in a way that enhances the development of

leadership skills. Nevertheless, it is of the utmost importance to strike a balance, making certain

that technology serves as a supplement to, but does not replace, the essential human factors that

are essential for effective leadership development. These elements include mentorship,

interpersonal communication, and collaborative learning.

In conclusion, businesses must address these obstacles if they wish to make the most of the effect

of their leadership development programs (Hansen & Williams, 2020). Conquering these

challenges can pave the way for the development of powerful, versatile leaders who are able to

propel organizational success in an environment that is always shifting.

5.3 Discussion of Research Question Two:

In the discussion of the findings for Research Question 2, a look is taken into the

leadership theories and strategies that organizations might utilize in order to overcome the

difficulties that were outlined in the first research question. It is essential to keep in mind that

there is no answer that is applicable to every situation. Instead, businesses need to choose and

modify leadership theories in accordance with the specific aims, settings, and difficulties they face.

According to Bass and Riggio (2006), one of the most influential leadership theories that is mentioned in the conclusions of the research is the Transformational Leadership Theory. This school of thought places an emphasis on the ability of leaders to inspire and motivate their teams by providing them with intellectual stimulation, a common goal, and individualized consideration. Challenges such as limited resources and alignment with company goals can be effectively addressed with the help of transformational leaders who play a vital role. These leaders may assist their businesses in doing more with fewer resources and ensuring that leadership development is in line with the organization's overarching strategic goal by motivating others to commit and be creative.

The Situational Leadership Philosophy, developed by Hersey and Blanchard in 1982, is yet another applicable philosophy of leadership. This strategy acknowledges that different leadership styles have to be adaptive, dependent on the level of preparation and capability possessed by followers. It is able to assist businesses in addressing difficulties that are connected to the creation of leadership pipelines and succession planning. Developing future leaders can be better prepared for their positions in an organization if leadership strategies are adapted to meet the special requirements of emerging leaders.

In addition, the outcomes of the research shed light on the significance of ethical leadership (Trevio et al., 2003). Ethical leaders are able to solve difficulties linked to ethical behavior and responsibility, as well as create a morally upstanding example for the rest of the business. They oversee the incorporation of ethical issues into leadership development programs and contribute to the establishment of an integrity-based culture inside the business.

In addition, the study highlights the significance of Authentic Leadership (Avolio & Gardner, 2005). It is essential to have real, self-aware, and transparent leaders in order to solve the issues that are associated with leadership evaluation and measurement. Authentic leaders are dependable and trustworthy. Since it encourages trust and open communication, authentic leadership makes it possible for businesses to more correctly evaluate the results of their leadership development programs.

It is also a beneficial strategy to incorporate experiential learning (Kolb, 1984) into leadership development programs, since this has been highlighted as an option. By providing leaders with chances for learning and hands-on experience, it is possible to offset the effects of challenges such as limited resource availability and customization. Through the use of their theoretical knowledge in practical settings, leaders are able to significantly improve their skills through the process of experiential learning.

Moreover, the incorporation of various forms of technology is a recurrent motif. According to Bishop et al. (2017), the findings indicate that companies can benefit from making use of digital platforms for leadership development. This is related to the difficulty of incorporating technology into various types of development projects. Organizations are now able to provide leadership development solutions that are both adaptable and scalable because of the use of e-learning, simulations, and virtual coaching.

In conclusion, the findings of the research highlight the significance of selecting and combining relevant leadership theories and practices depending on an organization's particular requirements and obstacles (Yukl, 2013). The process of developing leaders ought to be an ever-evolving one, one that progresses in tandem with the goals of the business and the leadership skills necessary to achieve those goals. The efficiency of leadership development programs may be improved by

using a multidimensional strategy that integrates aspects of a variety of different theories and methods.

5.4 Gap analysis:

In this regard, this dissertation makes several unique contributions to the leadership and management area, deep into the complex challenges in the Fourth Industrial Revolution now facing the leaders. This is a unique precedence across other sources that, therefore, provides original insights and practical solutions. This paper devises an integrated theoretical framework by combining the theories of transformational, transactional, and ethical leadership with the current people's and organization's challenges because of modern technology. This framework, therefore, becomes one that is tailor-made to the needs of contemporary institutions and opens up new horizons in fitting a very wide vacuum that exists in the leadership literature.

5.4.1 Identification of modern leadership challenges:

Since in the dissertation, the analysis of the multifaceted challenges that modern leaders are exposed to, especially ethical dilemmas, technological interferences, and the need for constant innovation, is brought out in a systematic approach, such that it brings about a very detailed examination that certainly is not under-discussed in academic discourse. This would allow a better understanding of the issues at stake in contemporary leadership.

5.4.2 Clear identification of gaps in the current leadership literature:

The paper exhaustively identifies several contemporary gaps in leadership literature, particularly in the sphere of the ethical use of power, the use of technology, and the shifting boundary between leadership and management. These gaps are specifically acknowledged and the way in which the study will fill these gaps vouched for; and that this would result in better strategies for

leadership and management is clearly shown. Practical contributions, theoretical insights and review of the literature provide actionable recommendations for leaders and managers. This is a procedure that provides leaders with strategies for ethical decision-making, conflict resolution, and effective communication with people, thus integrating technology in leadership processes. These suggestions are likely to allow leaders to navigate organizational settings, in modern times, effectively.

5.4.3 Implementation Guidelines for Organizational Change:

The thesis provides some guidelines through which leaders will be able to implement the change process through the organization, ensuring innovation, adaptability, and ethical practice. These guidelines are going to be entirely practical and hence based on sound theory as they emerge from the new theoretical framework developed through this research.

Leadership Competency Augmentation: The research has identified and elaborated on the specific competencies that are going to be required in the context of leaders surviving in the Fourth Industrial Revolution. These competencies include technological literacy, ethical leadership, and imbibing the ability to craft a culture of perpetual learning and innovation.

5.4.4 Contributions to the Academy Extension and Refinement of Leadership Theories:

The dissertation extends present theories of leadership through the incorporation of the Fourth Industrial Revolution effects, availing the academia an apt refined comprehension of how technology reshapes leadership dynamics. The contribution derived from this point challenges the existing discourse and enables new ways in which leadership and management in the digital age might be conceptualized.

5.4.5 Foundation for Future Empirical Studies:

Although the research is theoretical, it generates a strong foundation for future empirical studies. In this regard, the identification of key variables here, and hypotheses related to technology integration and ethical leadership, form a solid basis for the following empirical validation and inquiry.

5.4.6 Interdisciplinary Approach:

This interdisciplinary approach, using sociology, psychology, economics, and studies in technology, results in a much-enhanced analysis and a more profound understanding of the challenges to leadership. This approach makes the research versatile across different academic disciplines and results in a more complete view of leadership.

5.4.7 Effective Solutions to the Identified Gaps:

This research identifies critical gaps in the literature and gives the solutions that can eliminate such gaps efficiently and effectively. For instance, the integration of ethical decision-making frameworks with technological advancements has provided practical solutions for leaders when in ethical dilemmas in the technological environment.

5.4.8 Bridging Theory and Practice:

Through the bridging of theoretical concepts and practice, the dissertation takes a forefront approach to innovative solutions based on rigorous theoretical analysis, so that they permit followers to easily implement guidelines and suggestions of the leaders and managers, thereby generating practical value.

The dissertation contributes to state-of-the-art knowledge with theoretical advances and practical contributions to contemporary leadership challenges. Having in mind that the gaps have been clearly identified from existing literature and the original results have been presented with

effective solutions, this research adds to the knowledge of leadership in the Fourth Industrial Revolution. The results and recommendations help in moving forward to advance academic scholarship and, at the same time, provide useful guidance to practitioners for them to get better and excel in the dynamic, technology-driven organizational environments of the day.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

Within the scope of this research, leadership development programs offered by organizations in the public sector, as well as those that are run for profit and those that are run by nonprofits were investigated. The broad goal was to get an understanding of the obstacles that organizations encounter when attempting to build successful leadership, and the particular purpose was to give precise direction for future leadership development projects based on behavioral principles.

Contemporary leadership and management encounter a variety of complex challenges. Leadership and management in the modern day are confronted with a wide range of issues that are a direct result of the ever-changing nature of the corporate environment. The following are some of the important themes that may be used to roughly categorize these challenges:

6.1.1 Ethical Conundrums in Leadership:

When it comes to making decisions, leaders frequently find themselves in situations full of ethical conundrums. It may be a substantial difficulty to strike a balance between the interests of the organization, the expectations of the stakeholders, and ethical concerns. This can have an effect not only on the credibility of the leader but also on the reputation of the organization.

It is impossible to emphasize the significance of the role that organizational culture plays in determining the efficacy of leadership. Employee engagement, performance, and overall success are all greatly impacted by the degree to which leadership behaviors and organizational values are closely aligned with one another.

6.1.2 Global Dynamics:

In a world that is more globalized, leaders inevitably face issues that are associated with a variety of cultures, global operations, and technology breakthroughs. These days, it is absolutely necessary to have leadership styles that are flexible and that embrace diversity, innovation, and change management.

6.1.3 Changing Leadership Practices:

The very essence of leadership is going through a process of constant change. The ability to embrace new paradigms, make effective use of technology, and cultivate a culture of continuous learning and growth are all essential for leaders to have in order to successfully navigate an environment that is always shifting.

6.1.4 A Synopsis of Critical Studies:

The literature study looked at a number of researches that focused on difficulties in management and leadership, including the following:

The notion of moral leadership was investigated by Safty (2003) within the context of management and governance, with an emphasis placed on the significance of ethical decision-making.

Charbel and Hala (2017) carried out a comprehensive assessment of responsible leadership, focusing on the results and activities that pertain to ethical leadership.

In their 2019 article, Jaradat and Iurian emphasized the necessity of employing adaptable leadership strategies in order to meet global issues and achieve success.

The difficulties that are associated with leadership in the third sector were discussed by Hodges and Howieson (2017), who also emphasized the significance of leadership in organizations that are not-for-profit.

In their 2017 study, Ali Abdulridha Jabbar and Ali Mohammed Hussein investigated the function of leadership in strategic management, with a particular emphasis on the influence that leadership has on organizational strategy.

Drew (2010) examined the problems and difficulties that are associated with leadership in higher education, with a specific focus on engaging for change.

Megheirkouni and Mejheirkouni (2020) brought attention to the problems and trends that are associated with leadership development in the twenty-first century. They emphasized the importance of conducting a reevaluation of priorities.

Hassan, Gallear, and Sivarajah (2018) conducted an in-depth analysis of the elements that influence leadership in higher education settings with the intention of bringing about a change in the policies and procedures of the government.

When taken as a whole, the studies highlight the relevance of ethical decision-making, adaptive leadership, organizational culture, and continual learning in the context of solving modern issues.

6.1.5 The Process of Making Theoretical Structures Operational:

In order to accomplish the goals set for this research, the process started with performing an exhaustive literature assessment of traditional as well as contemporary ideas and methods of leadership. In this first step, a synthesis of the current empirical studies that outlined the practices that support effective leadership and leadership development was required. The ideas included a wide range of topics, such as group and individual leadership in addition to ethical and intellectual leadership, transformational leadership, and the Leader-Member Exchange (LMX) theory.

6.1.6 The Goals of the Research and Their Questions:

The primary goal of this research was to provide actionable insights into the process of leadership development that could be successfully applied to the resolution of organizational difficulties. In order to direct the investigation in the right direction, a strategy was formulated that addressed the following study questions:

Which leadership theories have the potential to be effectively applied to the problem of overcoming these hurdles and facilitating the growth of great leaders?

As a consequence of this, a collection of leadership theories that are appropriate for dealing with issues faced by organizations was found.

Plan of Research: The plan for doing research consisted of a number of stages, each of which served a different purpose.

6.1.7 Methods for the Collection of Data:

Document reviews were used to compile the collected data. Organizational papers were looked through to glean whatever insights they may have contained.

6.1.8 Examination of the Data:

The process of analyzing the data involves doing a methodical review of the organizational documentation. The use of qualitative content analysis allowed for the identification of reoccurring themes and patterns.

6.1.9 Limitations Inherent in the Research Design:

Despite the level of scrutiny that was done on this study, there are a number of shortcomings that must be noted. These include the generalizability of the findings to specific situations, and the fluid nature of the difficulties faced by organizations.

6.1.10 The Answers to the First Research Question:

The primary difficulties that have been faced in terms of leadership development ever since the onset of the 21st century were the focus of the first study question. The findings of the study highlight a variety of difficulties, such as adjusting to new technological developments, promoting diversity and inclusion, resolving ethical conundrums, and navigating the complexity of globalization.

6.1.11 The Answers to the Second Research Question:

The second study question asked what leadership theories were capable of effectively addressing these difficulties and how. According to the findings of the study, transformational leadership, ethical leadership, and adaptive leadership are three theories that have great application to modern programs for leadership development.

6.1.12 A Rundown of the Observations:

This study has, in a nutshell, cast light on the issues faced by organizations in leadership development during the 2000s; and offered useful insights into the leadership theories that may lead to successful answers to these challenges. In addition, the study has shed light on the leadership theories that can direct effective responses to these challenges.

The results of this research shed light on the essential part that leadership plays in the achievement of organizational goals and in the process of organizational adaptation. In order for companies and organizations to successfully navigate the complex problems that the current environment presents, leadership training and development programs must undergo constant revision.

6.2 Implications

The conclusions of this research have a number of major repercussions for businesses, those who practice leadership development, and those who conduct research in this field. These ramifications throw light on the practical activities that may be done to solve the difficulties that were highlighted in the study and strengthen efforts being made to create leadership.

6.2.1. Adjustment to Technological Advancements:

Organizations need to acknowledge the significant influence that technology improvements have had on leadership and make investments in programs that build digital leadership skills.

It is important for those who work in leadership development to include instruction on digital literacy and being technical savvy in leadership development programs.

6.2.2 Promoting Diversity and Inclusion in the Workplace:

As a crucial component of developing great leaders, organizations should give diversity and inclusion programs top priority.

Modules on cultural competency and inclusive leadership practices have to be incorporated into leadership development programs wherever possible.

6.2.3 Finding Solutions to Ethical Problems:

It is essential that leadership training programs include an emphasis on ethical leadership as one of their primary tenets.

To direct leadership behavior, organizations should develop ethical frameworks and codes of conduct.

6.2.4 Finding Your Way in a Globalized World:

In order to prepare leaders with the abilities necessary to successfully traverse global marketplaces, leadership development should incorporate cross-cultural training.

To widen leadership perspectives, organizations should promote international experiences and cooperation.

6.2.5 Accepting the Role of the Transformational Leader:

Transformational leadership should be emphasized by those who work in the field of leadership development as a core principle for the purpose of inspiring and motivating leaders.

Organizations ought to have a culture that supports transformative leadership.

6.2.6 Fostering a Culture of Ethical Leadership:

In order to promote ethical decision-making, leadership development programs have to include ethical leadership as an integral component.

Organizations ought to recognize and reward moral leadership.

6.2.7 Fostering an Adaptive Leadership Attitude:

Experiential learning and practice in handling real-world problems are two excellent ways to refine the abilities necessary for adaptive leadership.

It is important for organizations to foster a culture that supports the development of adaptable leadership behaviors.

6.2.8 Engaging in Ongoing Research and Education:

Organizations should engage in opportunities for continuous learning and regard leadership development as an ongoing process.

It is important for researchers to carry out longitudinal studies in order to monitor the efficacy of leadership development programs over the course of time.

6.2.9 Leadership Training Tailored to Your Needs:

Leadership development programs must be adapted to match the particular difficulties and circumstances faced by individual organizations.

It is important for organizations to do an analysis of their one-of-a-kind requirements and then formulate leadership development programs in accordance with those findings.

6.2.10 Collaborative Efforts and Information Exchange:

Organizations should develop collaborative efforts among leaders to exchange best practices and insights.

It is important to support the formation of communities of practice and networks for leadership development.

In conclusion, the insights that were made from this study underline the dynamic nature of leadership development in response to the ever-changing issues that are faced. In order to cultivate successful leaders who are equipped to meet these problems, organizations and practitioners of leadership development must be proactive in modifying their techniques. In addition, continuing research as well as collaborative efforts are required in order to maintain a position of preeminence among leadership development techniques.

6.3 Recommendations for Future Research

This study has offered useful insights into the problems and tactics of leadership development in contemporary businesses; nevertheless, there are a number of options for future research that might further increase our understanding of this extremely important topic. The recommendations that follow bring to light areas that might benefit from more research and how it could assist to the progression of leadership development methods are as follows:

1. Longitudinal Studies: Carry out longitudinal studies to evaluate the long-term effects that leadership development programs have on the effectiveness of leadership, the performance of organizations, and the sustainability of such organizations. When growth and development of

leaders are monitored over a prolonged period of time, it is possible to get valuable insights into the long-term consequences of training and interventions.

2. Analyze and compare the efficacy of a variety of leadership development strategies, including but not limited to traditional classroom training, experiential learning, coaching, and mentoring. Find out which strategies provide the most substantial changes in leadership capabilities and outcomes; then investigate those ways.

3. Examine the process of leadership development in a variety of cultural settings and evaluate the extent to which leadership theories and practices may be transferred from one culture to another. Explore the ways in which the intricacies of different cultures impact the success of leadership development programs.

4. Investigate the role that new technologies, such as artificial intelligence, virtual reality, and gamification, play in promoting leadership development. This point relates specifically to digital leadership development. Investigate the possible benefits as well as the potential difficulties of using online leadership training platforms.

5. Treatments for Ethical Leadership: Create and analyze specific treatments aimed at developing ethical leadership practices. Determine how these interventions affect the ethics of the organization, the trust of its employees, and the well-being of the employees.

6. Leadership Development in Nonprofit and Public Sectors: Broaden the scope of research on leadership development to include organizations in the nonprofit and public sectors. Investigate the one-of-a-kind obstacles and approaches to building leadership that are presented by various settings.

7. Investigate the function of adaptable leadership in crisis management and response. This question relates to the topic of adaptive leadership. Investigate the ways in which leaders who are adaptable manage unanticipated obstacles and steer organizations through times of crisis.

8. Leadership Development for Remote Work: Investigate the possibility of obtaining leadership training that is suited to the conditions of remote work. Analyze the effectiveness of leaders' capacity to effectively manage remote teams after participating in virtual leadership development programs.

9. Sustainable Leadership Practices: Investigate Leadership Development Programs that Incorporate Ethical Environmental Leadership and Sustainability Principles. Conduct research into the effect that environmentally conscious leadership has on the long-term viability of an organization.

10. Neuroleadership: Investigate the burgeoning discipline of neuroleadership, which integrates the study of neurology with the cultivation of leadership skills. Consider how the findings of brain research may be incorporated into leadership development and the decision-making process.

11. Inclusive Leadership: Conduct research into different methods for acquiring the necessary skills for inclusive leadership. Analyze the effect that developing inclusive leadership has on the diversity, equity, and inclusion that exists within companies.

12. Models for Evaluating Leadership Creation Programs: The creation and validation of comprehensive models for evaluating the efficacy of leadership development programs is the twelfth and final objective. Develop standardized evaluation methods and criteria for assessing the development of leadership skills.

13. Leadership Development Networks: Investigate the role that communities of practice and leadership development networks play in promoting the exchange of information, learning from one's peers, and the development of leadership skills.

14. Leadership Across Generations: Research the ways in which different generations have different requirements and preferences towards leadership development. Investigate the ways in which leadership programs may cater to the maturation of leaders from a variety of age ranges. Investigate the incorporation of cultural competency training into the process of leadership development. Analyze the ways in which the cultural knowledge and sensitivity of leaders affect the dynamics of teams and the performance of organizations.

These proposals cover a broad spectrum of study avenues that are available within the arena of leadership development. It is possible that addressing these areas may lead to the refining of existing techniques as well as the creation of fresh approaches to training effective leaders in organizations whose environments are constantly changing.

6.4 Conclusion

This study has highlighted the issues that leaders confront today as well as the tactics that are implemented to cultivate leadership abilities. To sum it up, this study has performed a complete evaluation of leadership development in contemporary businesses. The study included an in-depth investigation of several leadership theories and models, as well as various leadership development strategies, organizational difficulties, and relevant leadership models to choose from.

The study questions and objectives have been addressed by conducting meticulous research, collecting accurate data, and undertaking thorough analyses, with particular emphasis on both

quantitative and qualitative insights. According to the findings, major problems are encountered by businesses today. These issues include adjusting to fast change, resolving ethical conundrums, and cultivating inclusive leadership approaches.

In addition, the research found that different leadership development tactics, including coaching, mentoring, experiential learning, and digital platforms, are useful tools for improving leadership capabilities. In addition, the study dug into a number of leadership theories, highlighting how important it is to integrate leadership development programs with the particular requirements and obstacles faced by businesses.

The results of our examination of the data have supplied us with insightful information regarding the complex nature of the landscape of leadership development. It should come as no surprise that developing leaders is not a task that can be solved with a single solution but rather calls for an individualized strategy that takes into account the specific environment and problems faced by each business.

The importance of leadership will only continue to grow as firms continue to develop and adjust to shifting conditions in the global environment. The ability to negotiate difficult issues, generate innovation, and promote a culture of ethical leadership may be gained via participation in an effective leadership development program.

This research makes a significant contribution to the current body of knowledge on the topic of leadership development by providing an extensive summary of the difficulties and approaches that are involved. It provides companies that are looking to create and implement effective leadership development projects with a great resource to draw from.

It is vital to highlight the limits of this research, such as its dependence on self-reported data and the possibility for bias, despite the fact that it has offered useful insights. Future research

attempts should analyze the longitudinal impact of leadership development programs, go deeper into cross-cultural contexts, and investigate emerging trends in leadership development, such as digital platforms and neuro-leadership. These are all examples of topics that could be investigated.

In conclusion, the development of leadership skills continues to be an essential component of the success of organizations. This study highlights the significance of continuously updating leadership development strategies to match the dynamic demands of contemporary companies. These practices will eventually contribute to increased leadership effectiveness and sustained organizational growth.

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