

A REVIEW PAPER ON THE IMPACT OF LEADERSHIP IN PRIVATE SECTOR OF AFGHANISTAN

IMRAN KHAN AHMADZAI

MBA Student, Faculty of Business and Management, Bakhtar University, Kabul Afghanistan.
Email: Imran.1kابل@gmail.com

FOLAD KHAN AMARKHAIL

Faculty of Business and Management, Bakhtar University, Kabul Afghanistan.

Abstract

The purpose of this study is to explore how leadership affects in public sector employee engagement, organizational ethical climate, and public sector reform, of many public enterprises. Leadership, some were motivated to institutionalize and embed the servant leader behaviors, and were committed to change efforts. The net result was a groundswell of employee engagement, continuation of the self-serving ethical climate by long-serving public sector employees and a rejection of this climate by newly recruited employees, and significant reform (revision of all maritime legislation, restructuring of the enterprise, enhanced service delivery, and international recognition). Public services is one of the strategic issues for civil services to be actualized in terms of gaining public trust. To that end, an effective leader is a significant factor. On discoursing effective leadership, the ideal leadership standard should also be discussed so that the debate on effective leadership will always arise. This research was intended to present the ideal standard of effective leadership more deeply as well as to link the urgency of effective leadership in the public service more specifically. In applying a variety of strategies to create high quality public service, an effective leader must broaden his/her perspective on the meaning of good public service and be able to build a shared vision of public service.

Keywords: Leadership, Public Sector.

INTRODUCTION

Leadership has been and continues to be one of the most thoroughly researched social influence processes in the organizational sciences and the related professional practices

(Yammarino 2013). This is because effective leadership is foundational to an organization's ability to rapidly and continuously adapt to the ever-changing local and global environmental conditions that challenge the status quo (Zorn et al. 2000). Consequently, "a critical factor to understanding the success of an organization, then, is to study its leaders" (Parris and Peachey 2012: 377).

However, due to a general degradation of confidence in present-day leadership (Mittal and Dorfman 2012) and leaders' self-serving focus (O'Reilly et al. 2014), there has emerged a growing concern for an alternative form of leadership (Mittal and Dorfman 2012). Also, an increasing number of academics argue effective leadership is based on self-sacrificing motives and service to followers (subordinates), rather than service to self and maximizing leader benefits (Liden et al. 2014).

Pessimistic view about the leadership skills have resulted in hundreds of books on leadership.

There is advice on who should be replicated? (Attila the Hun), what should be achieved (peace of mind), what is to be learned (failure), what should be fought of (charisma), whether or not delegation is needed (sometimes), whether or not to collaborate (maybe), secret American leaders (women), the personal qualities of leadership (integrity), how to achieve credibility (trustworthiness), how to become an authentic leader (find the leader in you), and nine law in leadership (do not ask). There are more than 3,000 books which titles contain the word leader (Trout, 2006). Leadership standards are as of a dream of all the leaders, even all people on this earth. That is why; a lot of debate about effective leadership arose. In general, an effective leadership can be understood as the leader of the bold to take decisions quickly with the foundation of: dare to always trust, dare to be honest, dare to keep the confidence, dare to be creative and innovative, dare to give solution, dare to be diligent and patient, and dare to work hard (Sujatno, 2012).

The quality of public services is one strategic issue for the civil services to be actualized in terms of gaining public trust. In an attempt to achieve these things, an effective leader is a significant factor (Sanapiah, 2012).

Role of an effective leader in building public trust ideally include internal scope relating to the move and make sure all the resources of high-performance apparatus and the scope of the external organizations in an effort to examine people's expectations; good external communication regarding service performance measurement established; the efforts that have been, are being and will be done; and as well as service performance that have been generated. This research was intended to present the ideal standard of effective leadership more deeply and also to link the urgency of effective leadership with public services more specifically.

Public service is, therefore, seen as “any institution, service or system run by policies of an elected government (whether national, regional or local). Public services foremen and managers usually seek to obtain citizen oriented results, in harmony with predefined goals and policies” (SMA, 2000, 2001).

In order to do so, an integrative approach to public leadership is required to understand its influence on services' performance (including the quality variable), arguing that effective leadership is exhibited through actions that build and improve organizational abilities and management systems (Ingraham, 2001). The integrative perspective recognizes the environment of the public sector by describing public leaders as operating in an organizational context of which they have limited control (Hooijberg and Choi, 2001), as they try to improve performance through building and enabling critical organizational capacities.

On the other hand, specific features of public services cannot justify the fact that quality in the Public Sector is a concept that is more formal than real, representing nothing but a trend. As stated by Corte-Real (1995: 25) “quality is not a transitory trend, it is a new management paradigm”. Silva (2001: 3) refers “it is up to public power, foremen and employees, to bet heavily on a quality oriented public service”.

Moynihan and Ingraham (2004) suggest that effective leadership is critical to organizational success and public sector performance.

Yukl (2002) and Fernandez (2005) recognize that integrative frameworks incorporate leadership skills, traits, behaviors, as well as styles and situational variables in theoretical models to explain the effectiveness of public leadership.

Van Wart (2003) asserts that while the mainstream leadership literature has exhibited a shift toward synthesis and the development of integrated models since the 1990s, such attempts are largely lacking in the public sector literature. In order to advance our understanding of public sector leadership, Van Wart (2003: 225) argues that public administration should begin to develop and test comprehensive leadership models, which integrate some elements that account for various situational variables inherent in the public context.

LITERATURE REVIEW

This paper will go through some previous studies discussing about the impact of Leadership in Public Sector. Then the researcher discussion about the challenges and risk management for the leadership in Public Sector. This exercise included review and study number of research papers, case studies. The concept of literature Review matrix is created based on many previous journals and books.

This study's results will have important theoretical and practical implications for practicing public sector managers, public organizations and governments that promote reforms in the public sector through effective leadership (Peterson et al. 2012).

This study is also significant, considering reforming public sectors have “been wrestling with the best way to address the unethical behavior...for years” (Burton et al. 2017:236). Servant leadership does make sense in the public sector since it also includes stakeholder concerns. Like the research of Hunter et al. (2013: 328), “the most important contribution of our study is the [qualitative based in-depth case studies] empirical evidence” on the many underexplored or unexplored aspects of servant leadership in the public sector, making this study a wholesome contribution of new knowledge, and adding to the current limited literature on servant leadership in the public sector.

Likert (1967, 1971) developed studies on leadership, enriching concepts and approaches related to the understanding of leadership behavior. As a participative management supporter, Likert feels that effective management is strongly subordinate-oriented, finding support in communication for a stronger agreement on ideas and goals. Therefore, the author proposes four types of leadership: exploitative autocratic; benevolent autocratic;

Consultative; and participative. Why use Likert's leadership? We could consider a wide range of leadership styles such as transformational leadership, which emphasizes longer-term and vision-based motivational processes (Jung et al., 2003). Yet, despite the potential for a transformational leader and others, we opted to reinforce the importance of Likert's research, its timeliness and its “freshness”.

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➤ **DISCUSSIONS OF FINDINGS**

It is extremely important to identify a set of relevant metrics while reviewing vast amount of literatures that was published by researchers across the world in the domain of Leadership in public sectors.

Based on some of the components of the Leaderships, and also the impact that these factors have on the quality leadership in public services.

Table 1: Concept of Literature Review Matrix the impact of Leadership in Private Sector of Afghanistan from 2021 – 2004 (List in Chronological Order)

Author/s (Year)	Topic/ Title of the paper	Type of Research	Source of Data/ Intervention area	Research Tools	Research Methodology
QAISSR ABBAS BHATTI 2021	Investigating the role of transformation leadership on Public sector employee's job satisfaction during Covid-19: The mediating role of employee Empowerment.	A quantitative & qualitative approaches.	The public sector organizations in Pakistan.	1-Collect data from a group of 620 healthcare workers in Sindh. 2- questionnaires. 3-Taken from previous research.	1-questionnaires. 2-Taken from previous research.
J Nurung et al 2020	The effect of leadership on public service quality.	A quantitative approach	ASNs in Bantaeng Regency.	397 Questionnaires. -Survey Sampling methods. -Staff of 151 respondents.	1-Questionnaires. 2-Survey Sampling methods. 3-Staff of 151 respondents.
Jumiaty Nurung 2019	Analysis of Leadership Effect and Public Service Motivation on Work Satisfaction (ASN) In The District Bantaeng.	A quantitative approach	ASNs in Bantaeng.	1-Interviews 2-Data collection carried out directly to the place of research through observation of the object. 3-Distributing questionnaires	1-Interviews 2-Data collection carried out directly to the place of research through observation of the object. 3-Distributing questionnaires
Neale J. Slack 2019	Servant Leadership in the Public Sector: Employee Perspective	A qualitative approaches.	Small Island Developing State (SID) - Fiji.	1-Interviews 2-Data was collected from employees of both public enterprises.	1-Interviews. 2-A document study of formal management
Mohamed Omar Elmasry 2018	Behaviors of Transformational Leadership in Promoting Good Governance at the Palestinian Public Sector	A quantitative approach	Governance in the public sector in Gaza Strip.	1-Data collected from 342 general managers in the government sector in Gaza strip. 2-purposive sampling method	1-Data collected from 342 general managers in the government sector in Gaza strip. 2-purposive sampling method
Ajay Kumar Gautam 2018	Impact Assessment of Leadership Effectiveness.	A qualitative approach	Public Sector Delivery Process	1-Presentation. 2-Articles, Journals, and magazines.	1-Presentation. 2-Articles, Journals, and magazines.

Emanuel Camilleri 2018	Impact of Leadership Style on Public Sector Organizational Performance.	A comparative approach.	Public Sector and Organizational Performance.	1-Multifactor Leadership Questionnaire (MLQ). 2-Survey	1-Multifactor Leadership Questionnaire (MLQ). 2-Survey
Naim Kapucu 2017	Collaborative Crisis Management and Leadership in the Public Sector	A descriptive Approach.	Turkish Ministry of Interior who were the study population of this research.	1- Online questionnaire. 2- Survey included a total of 70 questions.	1- Online questionnaire. 2- Survey included a total of 70 questions. 3- A document study of formal management.
Sudarmi Tajibu 2015	Effective Leadership in Public Service Perspective.	A qualitative approach	Multiple governmental organizations.	1-documents. 2-Profiles of companies.	A document study of formal management.
Mirjam Mischewski 2014	Leadership in the Public Sector.	A qualitative approach	The public sectors.	1-Interviews with employees. 2-Documents.	1-Interviews. 2-A document study of formal management.
H M Nkwana 2014	Managerial leadership development in the public sector.	A quantitative & qualitative approaches.	The comparable private and public organizations.	1-Semi-structured interviews. 2-Web-based surveys.	1-Semi-structured interviews. 2-Web-based surveys.
Davide Christian Orazi 2013	Public sector leadership: new perspectives for research and practice.	A quantitative & qualitative approaches.	Portray the state of the art in public sector leadership.	1- Data collect from databases (JSTOR, Science Direct, and Business Source Complete) over the period from 2003 to 2011. 2- Books, Journals, and media.	A document study of formal management.
Vandenabeele et al. 2013	Leadership in the Public Sector: A Tale of General Principles and Particular Features.	An empirical research methods.	European sister organization of the American Society of Public Administration's Section on Personnel and Labor Relations).	1- A survey of state employees. 2- A document study of formal management.	A document study of formal management.
Siti Fardaniah Abdul Aziz 2012	Leadership Practices in Public Sector in Selected Countries: An Integrative Literature Review.	A comparative approach.	Leadership research on 15 countries from six major world.	1- Secondary data on leadership research on 15 countries from six major world.	A document study of formal management.
Sefa ÇETIN 2012	Leadership In Public Sector: A Brief Appraisal.	A qualitative approaches.	The case of OECD.	1-Interviews 2-A document study of formal management.	1-Interviews 2-A document study of formal management.

Marques de Lima Rua 2012	The impacts of leadership in the quality of municipal public services.	A qualitative approaches.	Portuguese municipal council.	1-Interviews 2-18 Semi Structured Interviews with technicians.	1-Interviews 2-18 Semi Structured Interviews with technicians.
Lilly Lemay 2009	The Practice of Collective and Strategic Leadership in the Public Sector.	A qualitative approaches.	1- The case of a senior public servant. 2- The case of cadastral reform in Quebec.	1-Interviews 2-A document study of formal management.	1-Interviews 2-A document study of formal management.
Bradley Wright 2009	Transformational Leadership in the Public Sector: Does Structure Matter?	A quantitative & qualitative approaches.	Phase 4 of the National Administrative Studies Project (NASP-IV). NASP-IV is a multimethod study.	1- Collect data from a national survey of senior managers in local govt. 2- survey administered to a nationwide sample.	1- Collect data from a national survey of senior managers in local govt. 2- survey administered to a nationwide sample. 3- A document study of formal management.
Allan Rosenbaum 2007	Excellence and leadership In the public sector: The role of education And training	A qualitative approaches.	International Association of Schools and Institutes of Administration (IASIA).	1-Interviews. 2-A document study of formal management	1-Interviews. 2-A document study of formal management
Ophelia Eglene 2007	Authority and Leadership Patterns in Public Sector Knowledge Networks.	A qualitative approaches.	Knowledge and information-sharing networks are emerging in an increasing number of government programs and policy arenas.	A document study of formal management	A document study of formal management
Patricia Wallace Ingraham 2004	Leadership in the Public Sector: Models and Assumptions for Leadership Development in the Federal Government.	A qualitative approaches.	Federal Human Capital Survey (FHCS). Federal government (Partnership for Public Service,	1-Preliminary network interviews. 2-In-depth personal Interviews. 3-A document study of formal management.	1-Preliminary network interviews. 2-In-depth personal Interviews. 3-A document study of formal management.

CONCLUSION

The main conclusions that arose was that a participative leader confers higher relevance to the quality of service, through motivation, satisfaction, empowerment and human resources positive results, than an exploitative autocratic leader.

The purpose of this study is to contribute to leadership and public sector literature and practice by exploring servant leadership in an under-researched, public sector organizational setting, and provide important insights.

The public sectors are request to innovate new process, service and the methods that will increase the quality, efficiency and are more users friendly. There have been several indications that there is a decreased quality in the service the public sector deliver. The management and organizational structure is by many critics blamed for the decreased quality. This made me curious to explore the how employees openness, creative and pro-active behavior get affected of the organizational pattern.

Leadership, some were motivated to institutionalize and embed the servant leader behaviors, and were committed to change efforts. The net result was a groundswell of employee engagement, continuation of the self-serving ethical climate by long-serving public sector employees and a rejection of this climate by newly recruited employees, and significant reform (revision of all maritime legislation, restructuring of the enterprise, enhanced service delivery, and international recognition).

That leadership is considered a natural model in the public sector, because leaders in public organizations are thought to have stronger intentions to serve in comparison to leaders who lead private organizations.

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