

Competitive Leadership as a Catalyst for Development and Transformation

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Abstract: “A leader is, who leads at the front and change the fate of the nation”.

Leadership in any circumstance i.e. organizational, political, social and economic is a concentrate able term to understand its application and how it motivate and bring transformation at subordinate level and team members to achieve set common goals. Leadership style adoption varies from situation to situation and may also vary in regional settings and values. In this qualitative study, it is strive to understand the approaches of leadership application, styles and their impact on nation’s development. Through, thorough analysis of cited literature, the base hypothesis are accepted and some suggestions are offered as the study is only limited for Pakistan region.

Keywords: Competitive Leadership, Catalyst, Development, Transformation, Leadership Styles

Introduction

Leadership is universal in nature and in different organizational and public structures, its practices varies accordingly. Thus, leadership is the root cause of transforming nation status into a developing one. Effective leadership practices bring a positive change in any environment i.e. organizational performance and culture or governing structures. There was a perspective in context to leadership that “leader are by birth” but the perspective needs a modification as per various theories on leadership that it is by birth but leaders are made in this world. Making of leaders involves many elements such as traits, behavior, situational favorableness and contingent approaches but most importantly, how to react justly in a particular condition is a leadership quality that is needed.

In this modernized world of socio-political busy life schedule, the aspects of livings supported by the scientific inventions and innovations in technologies; the survival for the nations will be a challenging task and require an able leadership to frame and control socio-political aspects of living. From a humanitarian view, leadership might be considered as emotion, influence, motivation and driving others to willingly do the assigned task. However, from a mechanistic view, leadership is setting means and policies for achievement of organizational goals, but one thing is to be very predictable here that all the organizational productivity depends on its major and primary resource i.e. human resource thus, a leader subordinate relation must ensure for the sake of organizational performance.

Social development is a key factor that is responsible for indication of a nation’s development. Only those nations develop who have ideological roots and respond to their ideological values in all walks of life. An effective leader always keeps his nation firm on ideological values. As a matter of fact, ideology is the

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grass root of any nation's identity because it is the composition of social, cultural, economic and religious values within one system. It is the better source of selection of effective leaders.

A leader's perspective is always a nation's perspectives; he is always worried for future of his / her nation. Transformation in developing countries is more challenging than in developed countries due to key factors such as population and resources available to progress. According to world survey of IMF, there is a total of 152 developing countries in the world whose population ratio is around 82.59 percent of total world population. And due to this hinder, their prosperity is achieved at snail pace. The case of third world countries is also included in this survey fact, where resources are at minimal and allocation of resources is doubtful. But developing countries such as Turkey, Pakistan, India etc. are struggling their level best to achieve develop status.

A competitive leader has a charismatic personality but not specific to charisma, he has distinctive qualities as compared to different leaders who struggle for their nation's development; this is not limited to only traits but distinctive behaviours and other qualities such as qualification, skillful, task centered and democratic viewpoint etc. Leadership in the world is found with many styles as per discussed in this introduction i.e. humanistic and mechanistic approaches, but an effective leadership style also emerged who can transform a nation's fate are autocratic, authoritative, democratic and submissive. Different perspectives of leadership will be analyzed to draw a subtle conclusion that which leadership should be adopted to avail prosperity of nation. As a nation's prosperity is always a country's development.

Research Method

Objective

- An exploratory and investigative study, centered on analyzing leadership in competitive contexts while also highlighting its role in driving transformation in developing countries.

Hypothesis

This study investigates the relationship between competitive leadership and national development, testing the following hypothesis:

1. Competitive Leadership is the life blood for the development of countries.

Data Collection Technique

- The research draws on a range of sources, including the internet, literature, historical accounts, and sacred texts, to inform its findings.
- Some debating assistance from political and focus groups to infer any point of conclusion.

Literature review

To understand competitiveness, first the charisma and qualities of an effective leaders should be assess. The sacred leaders are the good source to inspire with their might and wisdom and how they were able to run such a great Islamic rule into their ruling territories. The example of Imam Ali (A.S) is taken to understand the virtue of an effective leader. However, worldly leaders examples will also be included in the review to come to any conclusion.

Imam Ali (A.S) as a Statesman and Ruler

Hazrat Ali (A.S) was groomed in leadership and governance from a young age, nurtured by our last Prophet (P.B.U.H), and uniquely positioned as the prominent child of the Banu Hashim tribe to embrace Islam in the young age. Due to this, he had obtained a vast knowledge of governance and administration of state affairs in contrast to divine principles. In opinion of numerous scholars, that he was the right choice to be the Fourth Rashidun Caliph after the martyrdom of Third Rashidun Caliph (Hazrat Usman – May God pleased with him). Notable for his remarkable leadership and advisory role to previous Caliphs, navigating intricate conflicts and state issues, has made him to look after the state affairs (Kasir, 1987).

The Islamic state was in a state of crisis when Imam Ali (A.S) took over as Caliph, with conflicts and instability posing a significant threat to its stability (Modoodi 1966). The state was in disarray when Imam Ali (A.S) assumed leadership, requiring immediate attention and strategic guidance to restore stability. Amidst such turmoil, he worked to stabilize the state, and Imam Ali (A.S) demonstrated remarkable leadership, applied his immense knowledge and wisdom as per guided by our beloved Prophet Muhammad (P.B.U.H) "I (P.B.U.H) am the city of Knowledge and Ali (A.S) is its gate" (Bukhari nd) to turn the conflicts under state control. With a focus on justice and equity, Imam Ali (A.S) assigned capable governors to provinces, outlining principles for fair wealth distribution and empowering them to govern in line with divine guidance (Lakhani, 2006). Imam Ali (A.S) strategically relocated the capital from Madinah to Kufa to effectively manage state affairs and maintain order, while also preserving the sanctity of Madinah as a sacred city. (Bukhari nd)

Political Integrity of Imam Ali (A.S) and His Leadership

Hazrat Ali's (A.S) leadership was rooted in Islamic values, prioritizing justice and righteousness over political maneuvering and enmity. In his own expressed words "Alas! It were not for piety, I would have been the shrewdest Arab". (Reshahari) This underscores Imam Ali's (A.S) leadership style, which prioritizes integrity, justice, and wisdom. Due to his exceptionally close relationship with Prophet Muhammad (P.B.U.H), he possessed extensive knowledge of divine principles. Imam Ali's (A.S) top priority was governing the state in accordance with Islamic principles, reflecting his commitment to justice and righteousness (Alamdar, 2014). Thus, able leadership and political virtue of Imam Ali (A.S) is well proven by his wise implementation of policies.

Economic Sagacity of Imam Ali (A.S)

Almighty Allah provided in the Holy Book Quran (Verse 275, Chapter 2) about the Islamic economic system that contract of exchange is permitted and prohibits contracts of Al-Riba (Mirakhor, 2017). Thus, A leader in an Islamic context must be proficient with the principles of Sharia and Quran to make just decisions. Imam Ali (A.S) established a robust system for collecting and distributing taxes, including Zakat,^f Jizya,^g and land revenue^h, prioritizing fairness and equity. Imam Ali's (A.S) governance model emphasized equal distribution of wealth, bridging the gap between the rich and the poor through fair collection and allocation practices. (Reshahari) In response to these circumstances, he broke down the distribution and collection process into the following categories

Land Revenue Proportion (Rate) for Collection

- a. Highly fertile land (1st grade): 1^{1/2} Dirham per Jarib
- b. Moderately fertile land (2nd grade): 1 Dirham per Jarib
- c. Moderate to low fertile land (3rd grade): Half Dirham per Jarib
- d. Grapes yard, Orchards etc. Ten Dirham per Jarib (1 Jarib = 2269 square yards)

i) Alps Rateⁱ

Zakat is a tax obligatory for affluent Muslims, calculated based on Sharia and Quranic principles, applicable to various assets such as income, property, savings, and livestock.

ii) Jizya Rates

Jizya is an annual tax on non-Muslims' income and property, providing them with protection and security in an Islamic state. The categories are as under:

- a. 1st slab (extremely rich persons and landowners): 48 Dirhams per head
- b. 2nd slab (Middle class people): 42 Dirhams per head
- c. 3rd slab (Businessmen): 42 Dirhams per head
- d. 4th slab (General Public): 12 Dirhams per head

^f Collection and distribution of alms

^g Taxation of non-Muslim citizens

^h Collection and allocation of land revenue from land ownership

ⁱ Sadaqa & Zakat rates

Jizya exemption was granted to individuals over 50 and under 20 years old, as well as women, people with disabilities, and those with mental health conditions.

Distribution Policy and Heads

a. Income from the Source of Zakat (Alps) and Sadaqa

The proceeds from Zakat and Sadaqa were channeled into multiple areas, such as administrative costs, grants for the poor, soldier stipends, pensions, slave liberation, loan repayment, and support for pilgrims.

b. Land Revenue Distribution

Revenue from this source was allocated for the upkeep of courts, offices, and miscellaneous expenses.

c. Jizya Revenue and Distribution Heads

- Jizya funds were utilized for military upkeep, construction and maintenance of forts, roads, bridges, wells, and inns. (<https://www.imamali.net/?id=2487>, n.d.)

Types of Leadership

Region to region, the style of leadership varies. According to Guah (2021) “A leader is, who has such a charisma to transform human resources into useful tool to achieve set goals”. Thus, this definition provide an inside view to study leadership styles practiced in different regions successfully. Categorically, the leadership is distinctive in three styles i.e. Discursive, Transformational and Charismatic. Whereas the qualities found in each type of leaders may vary in contrast to the traits and situational role playing and decision making discourse (Jago, 2012).

By focusing on individual development and collective achievement, transformational leadership promotes a culture of excellence and high performance. Several key attributes distinguish this leadership approach from others, making it a distinctive and effective style. The exploration of the qualities of transformational leadership requires consistent study of leadership traits and behavior and examples of successful leaders in the history of the world.

Transformational leaders have the ability to motivate and galvanize their teams. By articulating a clear and inspiring vision, transformational leaders encourage their followers to strive for the greater good (Rigio, 2006). By fostering an environment of enthusiasm and commitment, Under transformational leaders, team members experience enhanced performance and elevated morale.

Another essential quality is individualized consideration, personalized attention is given to each follower, catering to their individual needs for development and success. By acting as mentors, transformational leaders help followers build their capabilities and achieve personal and professional growth (Avolio, 2009). This personalized approach not only enhances individual performance and also fosters a unified and supportive work environment.

A key aspect of transformational leadership is intellectual stimulation, where leaders promote innovative thinking and problem-solving (Bass, 1985). By promoting a culture of psychological safety, leaders enable their teams to explore new ideas, innovate, and adapt to changing circumstances.

Additionally, transformational leaders possess idealized influence, which involves serving as role models for their followers. These leaders embody the values and principles they advocate, earning respect and trust through their actions (Judge, 2004). By demonstrating integrity and ethical behavior, transformational leaders inspire followers to emulate their example, thereby reinforcing shared organizational values.

Finally, transformational leadership is associated with achieving exceptional outcomes. Studies have found that transformational leadership is linked to increased employee satisfaction, engagement, and productivity (Wang, 2011). The ability to align individual goals with organizational objectives leads to enhanced performance and sustainable success.

In conclusion, transformational leadership is distinguished by its ability to inspire, motivate, and develop followers through individualized consideration, intellectual stimulation, idealized influence, and a compelling vision. These qualities not only contribute to personal growth but also drive organizational

success. In today's fast-paced and ever-changing landscape, adopting transformational leadership can be a key driver of success and long-term sustainability.

Categorization of Leadership

Leadership can be categorized from the role played in various situations comprising of goal attainment, problem solving etc. the categorization is as under:

1) Autocratic Leadership

A style that inherit an individual control over all decisions with little input from team members. (Northouse, 2018) Therefore, this leadership style is a mechanistic and forceful instinct to get the task accomplished.

2) Democratic Leadership

Democratic leadership is a behavior that contain instincts of giving value to subordinate suggestions and values. It Involves team members in the decision-making process, promoting a sense of ownership and collaboration (Goleman, 2000).

3) Transformational Leadership

A leadership that uses elements like motivation and inspiration and focuses on inspiring and motivating followers to achieve their highest potential and embrace change (Bass, 2006) for developing countries this leadership is an ideal to reshape the country's economical, political and social conditions and lead to prosperity. Just for an instance, Quaid-i-Azam, Allama Iqbal, Sir Syed Ahmed Khan etc. who set the greater example for how to transform a cause into a nation building.

4) Transactional Leadership

A leadership that does not involve a style but behavioral attitude and perspective of rewarding and punishment on achievement and failures. (Blanchard, 1982) based on a system of rewards and punishments to manage followers; effective in structured environments.

5) Servant Leadership

This style include the prioritization of the needs of the subordinates and team member and assist them to develop as high as possible (Greenleaf, 1970).

6) Laissez-faire Leadership

Offers minimal supervision and allows team members to make decisions; can lead to high creativity but may lack direction (Kotter, 1996).

7) Charismatic Leadership

Relies on the charm and persuasiveness of the leader, often inspiring followers through their personal appeal (Collins, 2001).

8) Situational Leadership

A leader's intention to adapt leading style according to the situation and the maturity level of the team members involved. This approach include numerous leading practices in contrast to ongoing situation (Avolio, 2004).

9) Visionary Leader

Revolves around creating a shared vision for the future and inspiring others to strive towards its realization (Schein, 2010).

10) Coaching Leadership

Involves developing individuals by providing guidance and feedback, fostering personal and professional growth (Hackman, 2005).

Transformational Leadership: The Lifeblood of a Nation's Development

This leadership style inspires and energizes followers to prioritize the greater good over personal interests. This approach is crucial for national development, as it fosters innovation, drives change, and encourages active participation among citizens. Below are key points highlighting the significance of transformational leadership in a country's development:

1. Inspiration and Motivation

Transformational leaders create a compelling vision for the future that resonates with the populace. By articulating goals that align with the aspirations of citizens, they encourage commitment to collective

objectives. This shared vision can mobilize individuals towards common goals such as economic growth and social equity (Bass, 2006).

2. Fostering Innovation

Transformational leaders cultivate a setting where innovation thrives, and individuals are motivated to tackle complex problems with creative solutions (Avolio, 2004). This is particularly important in sectors like technology and healthcare, where innovation can lead to significant advancements.

3. Building Trust and Collaboration

Trust is essential for effective leadership. Transformational leaders build strong relationships based on mutual respect and integrity, facilitating collaboration across various sectors, including government, business, and civil society. This collaboration leads to more coordinated efforts in addressing national issues (Kouzes, 2012).

4. Empowering Citizens

Transformational leadership emphasizes empowering individuals. By providing opportunities for personal and professional growth, leaders enable citizens to take initiative and contribute to their communities. This empowerment increases civic engagement, as individuals feel a greater sense of responsibility for the development of their nation (Greenleaf, 1970).

5. Driving Change for Sustainable Development

In a world characterized by rapid change, transformational leaders are adept at navigating transitions. They guide communities through changes, helping them embrace new technologies and policies that lead to improved outcomes (Schein, 2010). By focusing on sustainable development, they ensure that economic growth does not compromise social equity or environmental health.

Conclusion

The indepth analysis of literature and insights of renowned scholars, following inferences are incurred:

- i. Transformational leadership is a style that comprise of various leadership traits and behavior and is therefore, essential for any country's development.
- ii. Country's development refers to improvement in public standard of livings and economic well-being of a country.
- iii. Charismatic characteristic is an essential part of transformational leadership for any country.
- iv. The base hypothesis is accepted on the ground of literature review.
- v. From literature review, it is not mandatory that in every situation transformational leadership style is applicable, but the application varies from situation to situation and as well and may vary from region to region values and behavior.

Suggestions

From the conclusion and literature review it is suggested to apply more structured and descriptive studies on this topic and strive to understand the universal application of leadership traits and behavioral attitude under different situation

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