

Ayman Hamadan Alghamdi

Beulah Heights University

Dr. Michael Adebiyi

Leadership Paper Research

Content

Abstract 3

Introduction 4

Literature reviews..... 5

Method..... 7

Historical part 8

Evaluation part..... 11

Conclusion..... 15

Refranes 16

Abstract

These papers take leadership theories through historical research. Also, it is taken Vision sociologically. The research purpose is to see leadership theories have been improved in the US since ending the Second World War until nowadays and take a step to be able to study some of the requirements for leadership in the future. The research will cover part of establishing three theories of leadership

Traditional leadership

Transactional leadership

Transformational leadership

Keywords : Traditional, Transactional, Transformational, Historical, Evaluation, leaders, Followers, Groups

Introduction

Any Society needs several items to rain and improve. One of these items is the leadership which leads the community to achieve goals (Abdullah,1999). So, the leadership has gotten improved since the people build communities on the earth. Each stage of human history dells with the leadership concepts differently, but still, it was one of the complicated issues at the human history line. Andersen, Taylor & Logo(2015 p.9) said study or research sociologically a researcher should deepen in the Society which understudies. Because of that, we will try to deep in the leadership concepts in the 20the century and follow the roots of the leadership theories that appeared in the last century. Therefore; the research uses the qualitative historical and evaluation method to interpret some of the most critical theories in the leadership field:

Traditional leadership

Transactional leadership

Transformational leadership

Also, the area of research is going to be the place where these theories showed up (The United States). The research purpose is to understand the situations appeared these theories and observe any change happen in the American community that affects the leadership theories in the 20th century. Based on that, we will try to cover the side of these questions, which kind of community will be able to accept the transactional or transformational

leadership? Moreover, does all of the communities would recognize the new requirements of leadership for the 21 century?

Litelituer reviews

The leadership is a branch of sociology scantiest. That confirms that the literature has begun since the societies have appeared. Abdullah (1999) showed up the old civilizations had focused on the leadership issues and the concepts. For example, Republic Book by Plato, and the concepts of leaders in the Pharaonic civilization, until the Prince Book by Machiavellian too. Even though at those times, concepts of leadership were not developing, but the interest has existed in this field. Also, Abdulla(1999) says at that time, the focusing was on the governance methods the leaders should use to govern their people. That refers to the immaturity of the idea, but it was in the beginning steps.

Ahmad (2013) Behold the leadership has begun to take its ship as a significant field in the military sciences, and later it inter to other fields as business, politics, and community services. The first noted at that the leadership the theories that prepare the leadership showed up after the 20th century (STU, 2014). In other words, we can note the interest appears after factory booms. At that time, management needed to share the goals and purposes with their employees or followers to get the best results, because of that, the need for leadership was necessary. One of the first theories that come out was a situational theory that focuses on divides the responsibilities between the followers Mohamed (2000). After that, many types of research

studies finger development theories about leadership until the the 70s (James, 2017). In 1973 one of the most critical leadership theories appeared to was the transactional leadership by expert James Burns (STU, 2014). This theory developed the concept of leadership. It contents the practical of the reward and punishment on the employees based on their achievements in their responsibilities, which higher productivity and the rewarded or punishment should increase the value of responsibility. Therefore; a leader would use this theory will be able to make a balance between the achievement and responsibilities of his or her followers. Kodama (2017) The transactional paved for transformational leadership, which divides the leadership between the group. So, instead of dividing responsibilities, now this theory divides the leadership, and also instead of followers, we have groups. That means all the people become at the same level; there is no leader and followers, but there is a team; all of the members will complete each other.

On the other side, the development of the work environment as online work and globally businesses, there is some clams for new requirements for leadership (Bob, 2019), which called it the 21-century leadership. It focuses on significant points on the leadership concept that the global need in the future. Bob (2019) discussed that the ship of woke is change based on the extent of the global network that we are in today. Therefore; the style of the work leading should change to coincide with the new challengings. Moreover, Bob (2019) determined that the new style of leadership has to increase the focusing on personality skills.

All of those pieces of literature discussed the leadership and leaders develop that they need to perform organizations; therefore; achieve goals of the organization. However, there is another area that needs to study too. The leadership belongs to the sociology. So, we need to

know which kind of people or community will agree with leadership theories. In other words, which kind of community will be able to accept the transactional or transformational leadership?, and does all of the communities would recognize the new requirements of leadership for the 21 century?

Method

In this problem, the uses method is going to be two parts. The first part is historical leadership theory stages, and the second stage is evaluation leadership theories. We will try to see the leadership development between theory to another, and what the issues that push to leadership theories to develop. These theories that will be in this studying are:

- Traditional leadership
- Transactional leadership
- Transformational leadership

This study domain is the place that the theories showed up (the United States), and according to the time, is from the middle of the 20th century until the beginning of the 21 century. The purpose of this study is to find answers for:

What would the leadership theory fite for each community?

What are the leadership variables that affect leadership theories?

Historical Part

Traditional leadership

Shabana and Muhaimed (2014) demonstrated the practical appeared of the Traditional theory was in the 40s. At that time, the factories began to come back for the natural environment after the Second World War. After that time, the community was retaining to build itself again after the war issue. Because of that, they needed to kind of leadership can divide the responsibilities and duties on the. CNN(2016) reported that one of the first companies facing the leadership challenges was Ford Motors, especially after the war stage. So, the appearance of this theory of leadership hints correlation with stages of reconstruction. Also, this theory gets improved by time (Shabanat & Muhaimed, 2014). The essential concept of this theory is a leader's ability to divide the duties between his followers. Nevertheless, with the time some improvements happened to this theory as:

The great man theory

This theory focuses on leader characteristics and his ability to achieve goals — also, the belief in the leadership ability.

The charismatic theory

Shabanat and Muhaimed (2014) Considered the charismatic is the development of the traditional leadership theory. A leader is not supposed to be great, but he or she should be able to affect the people, and they will be able to take out their ability. In the stage, we can

note numbers of observations. The first one, there are hints that people are beginning to understand their ability; therefore; they will need more effectiveness than directions.

Moreover, this stage is a paved stage for other leadership theories.

In the 40s was the time of the traditional leadership theory, which was ongoing until the other theory of leadership. Also, it was growing until appearing in the transactional theory.

Transactional leadership theory

Kodama (2017) found the transactional leadership was a critical stage between the traditional and transformational leadership theories. At transactional leadership, we will be able to see the different concepts of the relationship between a leader and followers. It is the concept of reward and punishment principles. In other words, the leader would not focus on persuading or directional processes for goals achievements, but the leader will begin to evaluate the followers' achievements. Abdullah (1999) confirmed the improvement in the

leadership system depends on the level of the community. Therefore, any changes in the leadership style, whether Positive or negative changes, have to show up based on the led people. According to transactional leadership, the theory seems an improvement in the quality of people who follow leaders. They do not need directions at the same level as the Traditional theory, but they need appreciation for their achievements by offering rewards for achievements or changes for slackness. This theory supports the transformational leadership theory. We can note at the transactional leadership increasing for followers rolls in the achievement goals, which is interpreted by reward and punishment.

Transformational leadership

At the end of the 70s, one of the different theories of leadership came out. It is the transformational theory (STU, 2014). It makes a change in the concepts of leadership. The first change it makes was about the followers. They become groups based instead of individuals (Kodama, 2017). The second change is to transfer the leading between those groups (Kodama, 2017). Therefore, a leader's responsibility is to divide the leadership between the groups based on the stages of enterprises to reach goals. For example, if an enterprise has three stages designing, marketing, and selling. The leader should give the leadership for the designing group in the design stage. After that, the leadership will be in the marketing group's hand. In the end, the leadership will be with the selling group until they finish the enterprise and achieve goals. So, a leader head in this theory will divide the leadership between workgroups instead of the direct dividing duties on the followers.

This historical scan shows these results

Theory	Leaders	Followers
Traditional leadership	Holed the responsibility Divide the duty	Believe in the leaders Follow what the leaders order.
Transactional leadership theory	Control or monitoring the followers Evaluate their achievements	Deserve motivation for achievements Deserve charging for carelessness
Transformational leadership	Observe the activity Divide the leadership between the groups	Work in workshops Holding the responsibility instead of leaders

Evaluation Part

The historical method appears many concepts about the leadership theories and circumstances that supported to appear these theories in the leadership field.

Evaluate the traditional leadership

CNN (2016) explained the reason for using this style of leadership that by taken the Ford community as an example to describe the needing of traditional leadership. The report mentioned that the work environment at that time had particular types of variables. The first one is the stage after the second world war and the type of employees in factories.

The stage after the war

At that time, the situation of the US was facing some challenges in the management process. The community and factories needed to make instructions for their management. Therefore, the primary point has organized management. Kodama (2017) hinted that the traditional leadership style assists the establish stage of enterprises. That because the vision would not be precise according to people as same as the wons of this vision. Beads on that the responsibilities should be on leaders' shoulders, and he or she how should take the first step. Because of that, leaders should divide responsibilities between the followers and evaluate the followers' abilities. Therefore, we can say the community situation is the first variable that requires that style of leadership.

The type of employees

CNN(2017) found that the rate of people who worked in communities and factories that they recruited in the military was a considerable number. So, it can refer to the way that they familiar with taking or give orders. It depends on the particular and significant directions. Therefore, the past way with them might be sharp and direct leading. Thus, the variable of the type of employees supported to figure out or arrived at the traditional theory of leadership.

The Transactional leadership Theory

Birgit, Tina, Radolf, and Alex (2011) said this time for this style of the leadership would be after dividing the responsibilities between followers. That means that when followers know their responsibilities and goals are precise according to them, a leader can charge them for failures or achievements. Therefore, who achieves the duties deserves reward as motivation to development, and who neglects to deserve punishment to void the mistakes. Kodama (2017) determined the traditional theory must balance responsibilities between leaders and followers at the same level. In other words, it is supposed to be no interference in the followers' responsibilities to make their theory the benefit from it.

Transformational leadership

TUS (2014). The first appearing for this theory of leadership was at the end of the 70s. The reason behind that was a change in the work environment. The business has begun to take globally ships. That inter new items on the work field; therefore, it requires a new style of leadership. American companies have opened many branches over the world, and that pushes the communities to create independent management overseas for their communities.

Therefore, the followers transfer from individuals to groups of people in other areas in the world. This extent of the environment makes changes to the goals which create new

challenges facing leadership concepts. A group that belongs to a local company but it outside of the community will need a free environment to be able to work on the community. Also, it will face new challenges as law, culture, and Religions. All of these new challenges push up the concept of independent management for overseas ranches overseas. Therefore, it was the beginning of the need for a new style of leadership, which is transformational leadership.

These three styles of leadership showed the community's circumstances that contribute to the appearances of these theories. The traditional style was influential in the establishment stage, and the leadership should have the ability to keep followers believe and follow him. Transactional leadership is the stage in which the leaders and followers should understand the purpose and the responsibilities of each one of them. The transformational theory comes out when the activity increases and spears out for other areas, and when the followers become whole groups, they can hold the goals and the responsibilities ultimately.

Conclusion

These papers try to interpret the reasons of appeared the three theories of leadership traditional, transactional, and transformational, but from the side of followers to explain the style of community or people that will agree with these theories. In other words, instead of studying leaders, it is looking for who is led by leaders.

These papers focused on the history of leadership and presented a short evaluation for the leadership theories to answer the questions. What would the leadership theory fit for each community? What are the leadership variables that affect leadership theories? Based on that, we can note each one of the theories supported a particular stage in the community or the people in this community. Moreover, it observed that the significant variable is the leadership is the people who need a different kind of leaders from time to another.

These studies considered to need more depth research to offer more specific results in this field, but it considered small steps for future studies about the requirements for the leadership style according to the future of the 21 century.

References

Clarke, N., & Higgs, M. (2014). How Strategic Focus Relates to the Delivery of Leadership Training and Development. *Human Resource Management*, 55(4), 541–565. doi: 10.1002/hrm.21683

Cook, Bob W. *Leadership Forward*. International Journal of Global Business. Jun 2019, Vol.12 Issue 1, p1-6. 6p

Salkind, N. (2011). *Exploring research*. Upper Saddle River, N.J.: Pearson Education.

(2016 June 6). Retrieved from. *How did American Ford cars start manufacturing?*

<https://arabic.cnn.com/style/2016/06/06/gallery-tbt-ford-motor-company>.

Kodama, M. (2017). *Developing holistic leadership: a source of business innovation*.

Bingley: Emerald Publishing.

What is Transformational Leadership? Ideas Produce Results. (2014, November 25).

Retrieved from

<https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx#history>.

Schyns, B., Kiefer, T., Kerschreiter, R., & Tymon, A. (2011). Teaching Implicit Leadership

Theories to Develop Leaders and Leadership: How and Why It Can Make a Difference.

Academy of Management Learning & Education, 10(3), 397–408. doi:

10.5465/amle.2010.0015

Ali, A (2013). *Transformational management leadership and its impact on the*

implementation of objectives. Administration newspaper. Vol. 1 No.1

A. Abraham. (1999). *Sociology*. Ed.1

Andersen, M., Taylor,H., Logio,K. (2015). *Sociology The Essentials*.Ed.8th

