CAUSES AND IMPACT OF POOR LEADERSHIP
(Perception of People in Sargodha city)

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Abstract
Corruption is not only the cause or effect of poor leadership; there are many other social factors which gauge the performance of a leader. The prime objective of the research was to know the people's perception about causes and impact of poor leadership. Several variables like age, education, gender and some intervening variables (leader's behavior about subordinates, level of knowledge, leadership qualities and influence of political family culture) were also analyzed in search of the study objectives. The sample size of present research was 150 respondents. A stratified random sampling design was used for the selection of respondents. The questionnaire instrument was used to collect data and Pre-testing was carried out. The collected data was analyzed by using Statistical Package of Social Sciences (SPSS).

Key words: *Leadership, Pakistan, Causes, Perception.*

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Introduction

Leadership is an act of having influence on the activities of a planned group in its attempts to set and achieve its goals (Stodgill, 1997). Leader is a person who influences the attitude and behavior of others in a group actively. A leader performs and conveys other people towards the achievement of group goals and objectives. Leadership has more to do with the personality less to do with the position. Leadership is a process by which an individual influence others to accomplish a need or a rationale. Hitler was an evil person and his goals and methods were dreadful, but, at least during the early years of his time in power, he was in reality a good leader. It's important to be able to clearly identify poor leadership and the faster the better (Goleman *et al.,* 2002). Leadership is the capability of a person to influence, inspire, and enable others to contribute toward the success of the people (House, 1976). In Pakistan, there seems a dire need of a good leadership on social, economic and political level. This country is facing bundle of problems that must be addressed on emergency basis but no one is focusing on genuine issues. This study inquires the perception of people that how they see their leaders.

Leadership is the powerful addition over and above mechanical fulfillment with the usual information of the people (Katz & Kahn, 1978). Researches demonstrate clear differences in men's and women's reactions to the leadership perception (Ryan, 2007). The concept that poor-quality leadership has negative effects for individuals is not new (Day & Hamblin, 1964). History has categorically illustrated the worth of good leadership. Martin Luther King, a famous American activist and political leader said that a genuine leader is not a searcher for consensus but a molder of consensus. Pakistani nation needs a leader capable of building consensus among different strata of nation. Today's effective leaders must have the capability and confidence to build and develop focused and motivated teams that deliver outstanding operational performance in line with the strategic goals of the nation.

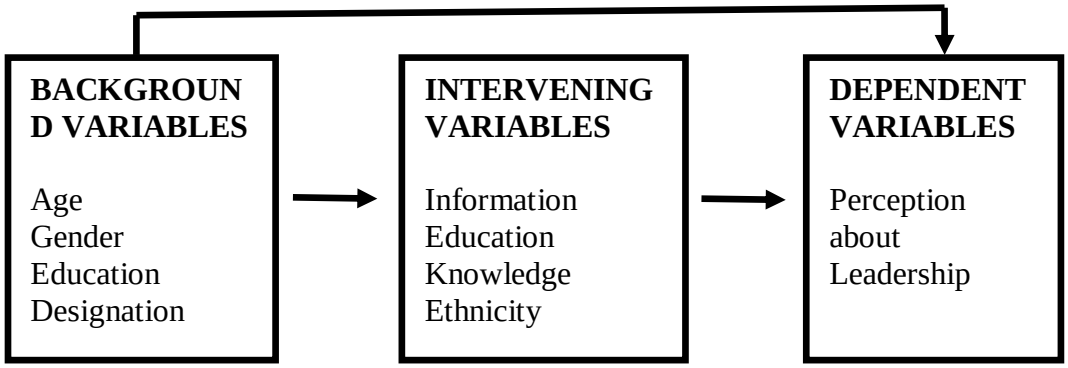
There is an enormous literature on leadership and leadership qualities (Grint, 2010; Michael, 2006). Much of this literature concerns leadership in private sectors, but a great deal also concerns leadership in politics (Keith,

2011). There can be no doubt that personal emotional characteristics help some people become leaders, and such characteristics can also help determine which leaders come to be seen as good or bad, strong or weak, progressive or regressive, and so on. When leadership fails and a command climate break down, sad things can happen. This is the research of failed leadership and a command climate which had collapsed into an unhealthy state of lack of concern and non fulfillment. Failed leadership can have disastrous consequences. Leaders make a difference, large and complex organizations make special demands on men and women who run them.

Yair (2004) examined that the leadership style of top and middle level position in a large organization was related to their effectiveness in transmission strategic organizational goals. Using quantitative and qualitative methods, it was found that transformational leaders perceived organizational goals as prospector oriented and were rated as more effective communicators by their direct reports. It examined research questions regarding the methods by which transformational leaders broadcast organizational goals.

John (2008) described about the perception was that people satisfaction were low and also a specific high leadership style and a specific culture resulting in high people satisfaction were also questionable. Moreover, it was not observed that a strong correlation existed statistically. Mailam (2003) showed that the transformational style of leadership was linked to high level of people perception of leadership efficacy. Also, the people in private sector were more likely to perceive their leaders as transformational as were people in public sector. It is directly related to quality, people satisfaction, increased productivity, and people perception of leadership efficacy. Analysis of difference and failure analysis showed that the transformational style of leadership was linked to high level of people perception of leadership efficacy. Also, the people in private sectors were more likely to perceive their leaders as transformational as were people in public sectors.

Conceptual framework:



Materials and Methods

The purpose of this study was to investigate factors that contribute towards the poor performance of leadership. Universe of the study was taken from Sargodha city. A sample of 150 respondents had been selected. The sample of the study had been chosen by stratified random sampling. Researcher selected 50 teachers, 50 doctors and 50 lawyers in which male and female were divided. Pre-testing was conducted to check the viability of research tool. 10 respondents participated in pretesting. Stratified random sampling included the strata that were formed based on members' shared attributes or characteristics. The questionnaire was used to collect data. In order to bring the data into a comparable from percentage of various categories of the data was used in the study. Chi-square was applied to find out the relationship between certain independent and dependent variables. The value of Gamma showed the strength and direction of the relationship between independent and dependent variables (Chaudhry and Kamal, 1996).

Data Analysis

All social researches should be intended for answering research questions about characteristics, relationships or samples in some social phenomenon. Once suitable data have been collected, it is possible to see whether, and to what extent, the research questions can be answered (Blaikie, 2003). Different methods of data analysis were used to explain the

characteristics of social phenomenon, and to be aware of, give details and predict patterns in social life. In this research, two types of analysis were used.

Table 1

Gender	**Frequency**	**Percentage**
Male	77	51.3%
Female	73	48.7%
Age (in years)		
25-35	51	34.0%
36-45	61	40.7%
46-55	32	21.3%
above 55	6	4.0%
Matric	0	0%
Intermediate	0	0%
Graduate	20	13.3%
Master or above	130	86.7%
Designation		
Govt. Employed	76	50.7%
Self Employed	74	49.3%
Unemployed	0	0%
Total	**150**	**100.0%**

Table 1 indicates that about 51.3 percent of the respondents were male and another 48.7 of them were female. Table also indicates that about 34.0 percent of the respondents were lying age category that was 25-35 and majority of the respondents 40.7% were lying in age categories that are 36-45. In the findings little more than 21.3% respondent were in age category 46-55. Only 4.0% were from age group of above 55. In this study table 3 indicates that about 20 percent of the respondents were graduate and majority of the respondents 86.7% were in master. Data show that majority of the respondents 50.7 % were Government employed and about 49.3 percent of the respondents were self employed.

Table 2: Percentage distribution along with mean and standard deviation regarding information

People perception about Leader information	Strongly Agreed	Agreed	Neither Agreed, Nor Disagreed	Disagreed	Strongly Disagreed
	Percentage				
Leader Shares information with his subordinate to increase the confidence.	26.7	16.7	4.0	20.7	32.0
Leader listens ideas or advice that contradicts his viewpoints.	31.3	54.0	1.3	10.0	3.3
Leader listens carefully.	33.3	42.0	1.3	14.0	9.3
Leader encourages group members to do quality work.	36.7	50.0	4.0	6.0	3.3
Leader develops a plan of action for the group.	26.0	46.7	4.7	16.7	6.0
Leader sets standards of performance for group members.	41.3	36.7	6.0	12.0	4.0

Table shows that 26.7 percent respondents strongly agreed that leader shares information with his subordinate to increase the confidence, and 16.7 percent agreed, 4.0% respondents neither agreed nor disagreed, while 20.7% respondents disagreed, 32.0% strongly disagreed with this statement, and it shows that majority of the people strongly disagreed to the statement that leader shares information with his subordinate to increase the confidence. About 31.3% respondents strongly agreed that leader listens ideas or advice that contradicts his viewpoints, 54.0% people agreed. So the findings show that majority of respondents agreed with the statement that Leader listens ideas or advice that contradicts his viewpoints. 33.3% respondents strongly agreed with statement and 42.0 % respondent agreed with this, only 14.0 % disagreed that Leader listens carefully. 36.7 % respondent strongly agreed that Leader encourages group members to do quality work. While majority, 50.0% people were agreed with this, 6.0 % people disagreed with this statement. The findings reflects that majority of people agreed that Leader encourages group members to do quality work.

Table indicates that 41.3 % people strongly agreed with the statement that our cultural values increase male dominances.

Table 3: Percentage distribution along with mean and standard deviation regarding knowledge

People perception about Leader knowledge	Strongly Agreed	Agreed	Neither Agreed, Nor Disagreed	Disagreed	Strongly Disagreed
	Percentage				
Leadership requires knowledge and know-how.	62.0	32.0	2.0	2.0	2.0
Effective leaders have competence and knowledge.	32.7	58.7	2.7	4.7	1.3
Leadership is about the process of influencing others.	42.0	41.3	5.3	8.7	2.7
People become great leaders because of their knowledge.	43.3	47.3	4.7	3.3	1.3
People are motivated in the society by leader.	35.3	50.7	1.3	6.7	6.0

Table 3 depicts that 62.0% respondents strongly agreed with statement that Leadership requires knowledge and know-how; only 2.0 % strongly disagreed with statement. It shows that majority of people strongly agreed with the statement that leadership requires knowledge. Indicators of value show that about 32.7% respondents strongly agreed that Effective leaders have competence and knowledge, 58.7% people agreed and only 1.3% respondents strongly disagreed. Data shows that majority of 42.0 percent respondents strongly agreed that leadership is about the process of influencing others. It shows that majority of people strongly agreed with the statement that leadership is about the process of influencing others. Indicators of value show that people perceive that leadership is about the process of influencing others. Value indicators shows that 43.3 % respondents strongly agreed that people become great leaders because of

their knowledge, majority of 47.3% people agreed with this, 4.7% people neither agreed, nor disagreed with the statement, 3.3% people disagreed with the statement, while 1.3% respondents agreed that People become great leaders because of their knowledge. It shows that majority of people agreed with the statement. Value findings shows that 35.3% respondents strongly agreed with the statement that People are motivated in the society by leader.

Table 4: Percentage distribution along with mean and standard deviation regarding People perception about generation to generation leadership

People perception about generation to generation leadership	Strongly Agreed	**Agreed**	**Neither Agreed, Nor Disagreed**	Disagreed	Strongly Disagreed
	Percentage				
Person believes that leaders those get the leadership from their ancestors are more efficient.	44.7	45.3	2.0	4.0	4.0
Leader learns from their past generation and makes efforts to improve.	28.0	57.3	4.7	8.7	1.3
People belonging to a particular race or sect (white\Black people or Muslim\others etc.) deserve more for leadership.	33.3	40.7	4.7	12.7	8.7

Data of value shows that 44.7% people strongly agreed that Person believes that leaders those get the leadership from their ancestors are more efficient, majority 45.3% of people agreed with this statement, and 2.0 % people are neither agreed nor disagreed with statement, while 4.0 % people disagreed on this, 4.0% respondents strongly disagreed with that Person believes that leaders those get the leadership from their ancestors are more efficient. So above results shows that majority of people agreed on the statement that Person believes that leaders those get the leadership from their ancestors are more efficient. Results of value shows that 28.0% people strongly agreed

that leader learns from their past generation and makes efforts to improve, majority 57.3% of people agreed with this statement, and 8.7 % people disagreed on this, 1.3% respondents strongly disagreed with the statement. Findings of statement shows that 33.3% respondent strongly agreed that People belonging to a particular race or sect (white\Black people or Muslim\others etc.) deserve more for leadership, while majority, 40.5% people agreed with this, and 4.7 % respondent neither agreed, nor disagreed with the statement, 12.7 % people disagreed with this statement, 8.7 % strongly disagreed with this statement,. The findings reflects that majority of people agreed that People belonging to a particular race or sect (white\Black people or Muslim\others etc.) deserve more for leadership.

Table 5: Percentage distribution along with mean and standard deviation regarding People perception about leadership

People perception about leadership	Strongly Agreed	Agreed	Neither Agreed, Nor Disagreed	Disagreed	Strongly Disagreed
	Percentage				
When I think of leadership, I think of a person with special personality traits.	64.7	30.0	0.0	4.7	0.7
During discussions or brainstorming sessions, people turn to leader and ask for his advice.	31.3	48.0	6.0	12.0	2.7
Some people have the natural ability to be leaders.	33.3	40.0	6.7	14.0	6.0
Leader sees the issues as an opportunity to serve and help those people.	29.3	31.3	4.7	24.7	10.0
Leader looks for ways to make things better for the people.	34.0	29.3	5.3	21.3	10.0
Leadership is about how leaders work with people to accomplish	36.7	40.7	4.7	10.7	7.3

goals.					
Everyone has the capacity to be a leader.	33.3	28.7	8.0	14.7	15.3
Leader makes courageous decisions and takes personal risks that could benefit the followers even if there is no benefit to leader.	22.0	28.0	6.7	20.7	22.7
Leader expects to the people that they have similar values, skills, and leadership ability.	28.7	37.3	6.0	21.3	6.7

Table 5 shows that 64.7percent respondents strongly agreed that when I think of leadership, I think of a person with special personality traits, and 30.0 percent agreed, 0% respondents neither agreed nor disagreed, while 4.7% respondents disagreed, 7% strongly disagreed with this statement, and it shows that majority of people strongly agreed with the statement that when I think of leadership, I think of a person with special personality traits. Data shows that 33.3% respondents strongly agreed with statement and 40.0 % respondents agreed with this, only 6.7 %. People were neutral, while 14.0 % disagreed that some people have the natural ability to be leaders, 6.0 % strongly disagreed with statement, it shows that majority of people agreed with the statement that some people have the natural ability to be leaders. 29.3 % respondents strongly agreed that leader sees the issues as an opportunity to serve and help those people. Table shows that 34.0% people strongly agreed, majority 29.3% of people agreed with this statement, 21.3 % people disagreed on this, and 10.0% respondents strongly disagreed with that Leader looks for ways to make things better for the people. 36.7 % people strongly agreed with the statement that leadership is about how leaders work with people to accomplish goals. 33.3 % people strongly agreed with the statement, and 28.0% people agreed with this notion that everyone has the capacity to be a leader. Table indicates that 28.7 % people strongly agreed with the statement, and 37.3% people agreed with this, 6.0 % respondents neither agreed, nor disagreed while only 21.3% respondents disagreed with the statement, 6.7 % people strongly disagreed that leader expects to the people that they have similar values, skills, and leadership

ability. So it shows that majority of people agreed that leader expects to the people that they have similar values, skills, and leadership ability.

Testing of hypothesis:

The central step is to formulize of the hypothesis in research it is essential to give it a great deal of thought, because of this significances research has looked at the hypothesis from several points of view. Hypothesis is a intention that is declared in testable from and predicts a particular relationship between two or more variables. A hypothesis is a careful statement, which can be put to a test to establish its validity. It may prove to be correct or incorrect. Here some hypotheses are used for the present study.

Hypothesis 1: People perceive that mostly leaders provide and unbecoming to when treat people.

Table 6: Association between Leadership behavior and People perception about leadership

Leadership behavior	People perception about leadership			
	Low	Medium	High	Total
Low	3	5	5	13
	2.0%	3.3%	3.3%	8.6%
Medium	12	34	15	61
	8.0%	22.7%	10.0%	40.7%
High	5	25	46	76
	3.3%	16.7%	30.6%	54.0%
	20	64	66	150
% of Total	13.3%	42.7%	44.0%	100.0%

Chi-square = 29.64[a] d.f. = 4 Significance = .000*** Gamma = .652

Discussion:

Table 6 shows the association between leadership behavior and people perception about leadership. There the differences in the attitudes of people in terms of leadership. The calculated value and the alternative hypothesis accepted. Chi-square value shows a highly-significant association between

leadership behavior and people perception about leadership. Gamma value shows a positive relationship between the variables. The calculated value of the chi-square is 29.64[a]. The relationship between leadership behavior and people perception about leadership emerged as significant at .000*** level supported by high values of Pearson Chi-square, Likelihood ratio, and Linear by Linear association at. The value of gamma is .652, also significant, indicating a strong and positive relationship leadership behavior and people perception about leadership. Responses were collected on likert scale and were classified into three categories such as; respondents with high, medium, and low level of 'leadership behavior and people perception about leadership'. Low level responses observed 13.3% with low 'perception' level, and high level of 'perception' had shown high level responses 44.0%. The calculated value of the chi-square and the value of gamma also significant, indicating a strong and positive relationship.
So the hypothesis "People perceive that mostly leaders provide and unbecoming to when treat people" is accepted.

Hypothesis 2: People perceive that leadership is poor due to the lack of information and knowledge.

Table 7: Association between Leadership behavior and Leader knowledge and information

Leadership behavior	Leader knowledge and information			
	Low	Medium	High	Total
Low	4	4	4	12
	2.6%	2.7%	2.7%	8%
Medium	3	22	36	61
	2.0%	14.7%	24.0%	40.7%
High	5	13	59	77
	3.3%	8.7%	39.3%	54.0%
	12	39	108	150
% of Total	8.0%	26.0%	72.0%	100.0%

Chi-square = 15.184 [a] d.f. = 4 Significance = .004**
Gamma = .546

Discussion:

Table 7 indicates that the leader attitude is very complex. Leadership is progressive, conservative or regressive. The calculated value and the alternative hypothesis accepted. Present the relationship between leader behavior and leader knowledge and information. Chi-square value shows a significant association between them. Gamma value shows a positive relationship between the variables. The relationship between "leader behavior and leader knowledge and information" emerged as significant .004** at level supported by high values of Pearson Chi-square, Likelihood ratio, and Linear by Linear association. The calculated value of the chi-square and the value of gamma also significant, indicating a strong and positive relationship. Hence the hypothesis "People perceive that leadership is poor due to the lack of information and knowledge" is accepted.

Conclusion:

The present research is an attempt to analyze the poor leadership in different sectors and also to investigate the possible causes of this issue of poor leadership. In this research, it is investigated that people are agreed with the statement that leader shares information with his subordinate to increase the confidence and listens ideas or advice that contradicts his viewpoints. Leader encourages group members to do quality work and sets standards of performance for group members. Result of the study shows that leader do not creates co-operative environment and the leader is not able to identify new and creative ways to solve problems and creating an environment where differences of opinion can be voiced. People are not satisfied with leader task, actions and outcome. People's behavior is usually complex rather than simple about leader. Results show that leader is not honest and people could not trust him. Bad supporters as a part of bad leadership, making the point those dishonest leaders usually have dishonest supporters. The findings of the research that leader misleads people and becomes

dishonest for her or his own benefit. Leader threatens people in order to get what he wants.

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