Leadership Crisis: Concepts, Theories, and Methods, an Anthropological Perspective

By Khimlal Devkota

Abstract- The purpose of the study is to make a critical assessment of concepts, theories/models and methods for the study of leadership and its crisis. The central research question is "is there a matching of leadership with right time, right content, and right decision?"Historical archival content analysis based on the review of literature was the method used for preparing this paper. The declaration of Nepal as a republic is a historical political achievement. However, the attempt to abolish monarchy have been made even earlier in the 1950's, 1960's, 1970's, or even in 1979, 1989, 1996,or2006. But finally, Nepal as a republic was declared on May 28, 2008.

LEADERSHIPCRISISCONCEPTSTHEORIESANDMETHODSANANTHROPOLOGICALPERSPECTIVE

Strictly as per the compliance and regulations of:

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The concept of leadership, the decision-making process, and leadership crisis relate with the declaration of republic, which is the main concern of the study. Number of theories have been identified and reviewed which include Complexity Leadership Theory. Major focus of this study are that leadership is a key for the moving forward of any institution, society and nation but that it is always in questions and challenges. It is because crisis has to be handled by the leadership and leadership itself indulges in crisis. Sometimes crisis creates leadership sometimes leadership handles the crisis; however leadership indulges in crisis for most of the time. Decisions have to be taken at appropriate times. If right time and right decision match each other, results will be appreciated. Instead of it, if right decisions are made at the wrong time, they are useless. Wrong decision at wrong time is disastrous. The expectation of the people and society is always for the right decision at the right time. Democratic leadership, democratic process, and pro-people decisions for strengthening democracy are core concerns of the society to contribute in the area is main concern of the study.

Keywords: leadership, leadership theories, methods, crisis, decision-making, political parties.

I. Introduction

The purpose of the paper is to make a critical assessment of the concepts of leadership theories/models and methods for the study of leadership and its crisis. For this purpose, the research question is what concepts, theories and methods were used in past research and which one is appropriate in Nepal's situation. The research method used here, reviewing of literature, is content analysis of historical and archival records. My argument is that the declaration of republic and prosperity was possible even in the 1950's rather than only in 2008, if leadership had been decisive at particular point of time.

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The term "leadership" is an art to lead the organization, people and others for the purpose of achieving their goal. If it absence than crisis comes up. However, it depends upon different disciplines and context. Anthropologists try to define leadership based on humankind. Malinowski defines leadership as one aspect of tribal authority…and as social authority (Malinowski,1922, p.18). Evans-Pritchard reveals that leadership among witches. (Evans-Pritchard & Gillies, 1976, p. 14). Sahlins focuses on ethnographic descriptions (Sahlins, 1972, p. 132). Mauss describes gift in *Kula* trade is of a noble kind. It seems to be reserved for the chiefs as a means of leadership (Mauss, 2002, p. 28). At 70s have been uncovered the use of socio-metric techniques, particularly in the field of group dynamics and in decision-making studies (Dion, 1968, p. 1). Political scientists have different opinions whereas natural rights to be all vested in the state, or in other words the sovereign, who represents it (*Hobbes's Leviathan*,1853, p. 44). The hard question is whether political scientists are able to develop theoretical models of historical context for the exploration of historical cases from which propositions about leadership may be induced, and compared (Hargrove, 2004, p. 583). Different times demand different types of leadership - in war, men of courage and determination are regarded favorably (Kavanagh, 1984). According to Johnson "as a gestalt these models, concepts, and their interrelations form a theory of community leadership with the approach of anthropological pattern applying to the configurational theory. His proclamation is not that it is not causal explanation, nor is it deterministic, but it provides local concepts that are in tension and are drawn upon by local actors to negotiate everyday relationships in the community(Johnson, 2007, p. 215).

East and Southeast Asia favors a different leadership than in the West because Confucian culture defines the appropriate traits, behavior, virtues, and roles of political leaders differently. According to Kim & Kim (2013) reconfirming the Confucian culture "which emphasizes respect for authority and hierarchy as a duty of the ruled, remains strong and people in the East and Southeast Asia allow their political leaders to exert considerable discretionary power, sometimes even against legal or institutional constraints" (Kim & Kim, 2013, pp. 388–389). For many centuries the pattern of political leadership in India was two-tiered government at the top and leadership in another however all are

trapping by wealth and power. According to Forrester (1966) "Macro political leadership changed hands with some frequency, and in modern times was often foreign, first Mughal and then British. In general the macro political leadership impinged little on the lives of the ordinary Indian" (Forrester, 1966, p. 308). Ultimately, the role of the democratic leader is to maintain proper balamce with his mass and his task. According to Kann (1979) a leader "must balance his revisionist skepticism about the present state of the citizens' political skill with his participations' vision of government by the people. These are critical balances upon which the future of democracy hinges. And the best guarantee that he will strike these balances is a population which persistently demands that he do so" (Kann, 1979, p. 224).

In the case of Nepal passing through Rana autocracy regime and a party-less Panchay at system is consider as undemocratic system. In this context, Tulsi Uprety writes " the Panchayat political system is still in a state of crisis because of the shortsighted policy of its leaders, the low morale of the Panchas, and the deteriorating economic situation in the country"(Uprety, 1983, p. 148).According to Baral "some extremist factions including the Naxalites were averse to holding a referendum because it could not solve the problem. Despite intra-party differences over the leadership issue, and efforts were underway to forge a broad democratic unity for contesting the referendum"(Baral, 1980, p. 205). Leadership got success for restoration of parliamentary democracy to federal democratic republic with inclusive and secular democracy. Throughout the historical development of leadership always in question is whether leadership has made the right decision at the right time.

The research is divided in to four main sections. In addition to abstract the first section introduction tries to conceptualize the political leadership and their crisis based on related concepts, theories and methods generally around the world and specifically focus on Nepal. Second section is talking about research findings on concepts, theories and methods mainly literature reviews and archival content analysis with anthropological perspective. Third section is discussion on leadership crisis of Nepal mainly decision making process on declaration of republic with theories and methods. In addition to that the research dealt with leadership concepts, indecisiveness and creates crisis, leadership theories, and methods. Final section is conclusion with limitation and findings of the research.

II. Results/Findings

a) Concepts

After reviewed concepts of leadership and leadership crisis in the context of Nepal mainly in declaration of republic, the study tries to relate the concepts, theories, models and methods of reviewed literatures. According to Bruce E. Winston Kathleen Patterson "A leader is one or more people who selects, equips, trains, and influences one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted, coordinated effort to achieve the organizational mission and objectives (Winston & Patterson, 2006, p. 9). According to Malinowski (1922) "leadership is a key action to lead an organizations as well as political parties. Political parties, leaders and followers and sympathizers are facing problems either misleading by ideology or decisions considered as authority" (Malinowski,1922). According to Max Weber "This was a far cry from the mercantilism and paternalism of Frederician Prussia. Lachmann(1971) writes "it was only then that, under the leadership of the economists of the *Verein fur Sozialpolitik,* educated Germany gradually began to turn to the opposite ideal of the Welfare State" (Lachmann,1971). According to Evans Pritchard(1951) "Idea of leadership is… institutions sociologically, in terms of social structure, and not in terms of individual psychology"(EvansPritchard,*1951*). Leadership is not an individual enterprise nor is it magical actions but it is a collective effort and a byproduct of the society and impacted from the socio-cultural practices.

I am concerned about Nepal the concept of leadership is quiet different than democratic concept and theories. Based on the fact I try to identify the existing reality of leadership in political parties and their role particularly during the time of political transition in Nepal. Nepal is a country of transition and passing through conflict therefore Marxist theory is relevant. Roseberry (1997) writes "A consideration of the relevance of Marx's thought for anthropology must begin with a recognition of the political failure of most Marxist-inspired movements and the influential intellectual critique that seems to speak to it" (Roseberry,1997). While Tuned (1969) says "One key element in political behavior is the analysis of the different methods of obtaining compliance with a decision" (Tuned,1969). According to Gailey(1985) "The role of ethno-historical research in this endeavor remains crucial: anthropology must become history but written from a perspective other than that of the conqueror" (Gailey, 1985). According to Tulsi Uprety, (1983) "a shortsighted policy carried out by the leaders is a cause of crisis. As noted earlier, the Panchay at political system is still in a state of crisis because of the shortsighted policy of its leaders, the low morale of the Panchas, and the deteriorating economic situation in the country "(Uprety, 1983). Though Nepal has shifted from a monarchy to republic, unitary to federal, Hindu kingdom to secular and exclusionary to inclusion politics, however the chance of declaring a republic had been missed in 1951 because

of leadership crisis in decision-making. The Jhapa revolt of 1971, the referendum of the 1980's and the popular movement of the 1990's and the people's movement of 2006, all the chances missed by the Nepali politics because of leadership crisis. Various anthropological studies and incidents happened in the past revealed that, the main problem of the leadership crisis is lacking of right decision at right time. There will be different opinions though if republic were declared during the time of restoration of democracy the condition of Nepali society would have been better than now. According to

Laya Uprety "Nepali anthropologists can, henceforth, contribute to kinship studies in the domain of feminist studies" is very pertinent to me in the context of contemporaneous global kinship (Uprety, 2017). It is very relevant in the course of male-dominated leadership studies too. Reinforced by Uprety and Pokharel, the new area of research in political institutions including many others is very encouraging to me for my study (Uprety L. &., 2016). The clear picture of the leadership concept can be seen in *Table 1*.

Table 1: Concepts

S.N	Authors	Main Ideas
01	Winston & Patterson(2006)	Leaders and folloers, expand spiritual emotional and psychological to achieve mission and objective
02	Malinowski(1922)	To lead organization by ideology or decisions as authority
03	Max Weber	Was a far cry from mercantilism and paternalism
04	Lichmann(1971)	Turn to the opposite ideal of the welfare state
05	Evan Pritchard (1951)	Social structure and individual psychology
06	Roseberry (1997)	Anthropology must be begin with recognition of political failure
07	Tuned (1969)	Compliance with a decision
08	Gailey (1985)	Conquered history
09	N aditya(1997)	Performance and motivation of both individuals and groups

The concept of leadership is not only a search for understanding the thoughts and actions of leaders, but also an investigation of how to improve the performance and motivation of both individuals and groups (N.Aditya, 1997). According to House & Aditya (1997) major attributes of a leadership are role model, inspirer, enabler and achiever. As a leader that you must envision for future, passionately believe that you can make a different and inspire people to achieve more than they may ever have dreamed possible. In this background my study will focus on how the attributes have been used and how much leadership inspire to the followers. In the case of political decisions from the very beginning need to take in account. Nepal is a country of Republican and democrats, but ruled by monarchy is never matching. For the declaration of republic, a number of struggles and sacrifices have been made. The study would like to explore why and how decisions are made in that particular time and event which seems somewhere right time right decisions and somewhere right decision in wrong time and sometimes wrong decision in wrong time. I try to explore what particular socio-cultural factors play the role for that particular decision. The study tries to search leadership crisis on decision making process of main political parties in Nepal. Throughout the Nepali history we can find the some hesitation to take a right decision in right time. Through historical anthropological/ethnographic discipline and based on archival studies, available literature, interviews, my own experiences and observation, the study tries to produce the kind of new knowledge to address the problem of leadership crisis in decision making process.

b) *Theories of Leadership*

New-genre theories of leadership refer to dominated leadership research since the 1980s, including charismatic, inspirational, transformational, and visionary leadership (*Leadership Models: From Weber to Burns to Bass*, 1998). New leadership approaches emphasize symbolic leader behavior, visionary and inspirational messages, emotional feelings, ideological and moral values, individualized attention, and intellectual stimulation. The most widespread one's are: Great Man Theory, which states that some people are born with the necessary attributes that set them apart from others and that these traits are responsible for their assuming positions of power and authority. A leader is a hero who accomplishes goals against all odds for his followers. The main theories that emerged during the 20th century include: the Great Man Theory, Trait theory, Process Leadership theory, Style and Behavioral theory, and Transformational, Transactional and Laissez Faire leadership theory but in the 21st century, Complexity Leadership Theory is in practice(Olalere Anthony, 2015), (Lichtenstein et al., 2006),(Uhl-Bien et al., 2007), (Brown & Briown, 2011). In addition to that based on their working style other theories also are in practice i.e. Laissez-Faire Leadership. This leader is not directly involved in decision-making and puts a lot of trust into the team, Pace-Setter Leadership focuses always on their mission whereas, Autocratic Leadership is at quite a contrast to Democratic Leadership, Transformational Leadership, Transactional Leadership, Charismatic Leadership are different characteristics of leadership. (Blondel, 1993), (Selart, 2010), (Johnson, 2007), (Edinger, 1975)

(Edinger, 1990), (*Barisione2015*),(Ubah, 1987), (Forrester, 1966),(Weiner, 1959), (Garigue, 1954), (Lichtenstein et al.,2006), (Baltaci & Balcı, 2017a), (Brown & Briown, 2011) have presented leadership concept and theories from their perspectives.

George Burns' theory of leadership, along with some of the thoughts of Weber, added to them his own insights into leaders and how they operated. While both theories of Weber and Burn recognized transactional and transformational leadership types, Burns created an overarching dimension of moral leaders versus amoral leaders - the latter of which he felt were not true leaders. Among the transactional leadership styles, Burn's went on to describe five different types of leaders: opinion leaders - those leaders with the ability to sway public opinion, bureaucratic leaders - those that hold position power over their followers, party leaders that hold political positions or titles in a particular country, legislative Leaders that are at work behind the scenes, executive leaders - often described as the president of a country, not necessarily bound to a political party or legislators. Burns' theory went on to describe four transformational leaders including: Intellectual Leaders - transforms society through clarity of vision, Reform Leaders - changes society by addressing a single moral issue, Revolutionary Leaders - brings about changes in society through sweeping and widespread transformation. Charismatic Leaders - use personal charm to bring about change (Burns, 1987). Daniel Goleman's theory of emotional intelligence attempted to answer the question – What are the elements that characterize a leader? This was more of a behavioral approach to describing leadership than some of the previous work just described. Goleman wanted to determine the behaviors that made people effective leaders. Goleman's emotional intelligence is sometimes characterized as an emotional quotient or EQ that stood in contrast to an intelligence quotient or IQ. He felt that intelligence was just not enough to define a leader but that there was something more that separated leaders from mere intellectuals - their emotional intelligence (Goleman 2002). Max Weber tried to combine three types of leaders - bureaucratic, charismatic and traditional. Weber was one of the first of the leadership theorists to recognize that leadership itself was situational in nature and that true leaders needed to move dynamically from one type of leadership style to another to remain successful. According to Tucker (1968) "Charismatic leaders were transformational … charismatically led movement for change" (Tucker, 1968). According to Odonovan (2011) "the elected official will conduct himself entirely as the mandated representative of his master the electors, … according to the expressed or supposed will of the electorate (O'donovan, 2011). According to Gane (1997)"Weber discusses political responsibility, for a cause, rather than the constituency" (Gane, 1997). Different context and time the topic of leadership has been discussed and practiced differently. In summary related with leadership theories can be seen as in *Table 2*.

Table 2: Theories

S.N.	Theories	Main Ideas of Theories
01	Behavioural	Required behavior of effective leaders
02	Transactional	Process oriented, action oriented
03	Greatman	Leadership by born
04	Complexity	Theory of 21st century to resolve the problem of complexity
05	George Burn's,	Transformational reform and charismatic leadership theories Combined by George Burns
06	Daniel goleman's	Behavior and emotions
07	Max weber	Leadership combained of beurocratic, charismatic and traditional and mainly based on situational and dynamism
08	Tucer	Leadership charismatically lead movement for change
09	Odanvan	Leadership mainly mandated representative to express or supposes
10	Gane	Leadership focus on political responsibility for a cause rather than the constituency

Based on above mentioned leadership theories that were propounded in a particular time and a particular context therefore focus also on a particular subject. I mean all the theories were propounded during the age of industrial era and developed societies. Thus, I am partly agreed on their contribution. All the contributions are not fit as it is in a Nepali context for my study. All the studies are compartmental therefore they all are partly true at that particular time but the theory of universalism vs. Relativist notion of leadership is relevant to this study. Contents are prevailing in their own context and time. Whereas Nepali context is unique, time is also specific and content as a declaration of republic is also very rare for the democratic world of the 21st century. Mostly transformational leadership in transition phase has been mentioned during the time of the industrial age but for the knowledge and information era, the complexity leadership theory has been in practice. There is no research found on any particular theory-based leadership typology. Here I myself try to relate to my study where, Nepal is a country in transition and after a long period of time the country has turned into a republican from a monarchy, federalism from unitary, and secularism from Hindu kingdom and exclusionary to

inclusionary politics. Therefore, my focused is also on transition—as a country in transition how Nepali people managed their leadership and overcame their crisis is my central idea of research.

c) Methods

Mostly the studies have taken a qualitative approach; data collection through personal interview, personal story, lived experiences, ethnographies, purposive sampling and mostly interview of leadership is used. Very few studies have used the tools of neoclassical realism. Scott(2016) "reviews Britain's international behavior in part by how it is affected by changes in the international system" (Scott, 2016,p.ii). Selenica " multi-sited based analysis of two case studies are selected on the international engagement for education reform in post-war state building interventions, by comparing and contrasting engagement to education reform and governance. Empirical investigation makes use of ethnographic fieldwork based on semi-structured and informal interviews"(Selenica, 2016). Helms et al … "convictions have to be inferred from statements and behavior" (Helms et al., 2019, p. 353). Jean Blondel …"comparisons will and truly general conclusions will begin to be drawn and thus gradually emerge which will make it possible at a variety of types of leadership" (Blondel, 1993, pp. 21–22). Selart (2011) "To develop leadership means to guide future leaders on how they should make decisions. It also involves providing future leaders with guidance on how they should implement, evaluate and monitor their decisions(Selart,2010, p. 11). Alen R. Johnson "an anthropological approach to the study of leadership suggests training methods that take socio-cultural dynamics seriously. After over viewing the results of my work in the Lang Watt Pathum Wanaram community" (Johnson, 2007, p. 213).

Lewis J. Edinger, applied "general observations and comparative generalization about the sources and nature of leadership in politics" (Edinger,1990,p. 509). Ubah applied " African societies passed through, especially in rural communities, during the colonial era" (Ubah, 1987 p. 128). Duncon B. Forester applied comparative method by "comparing India to France on top administrators " (Forrester, 1966, p. 318).Emmanuel Pringle Cloete followed both a deductive and inductive approach namely those of amongst others Duvenhage (2003 and 2005), Huntington (1965 and 1968), Cilliers (1984), Apter(1965), Inglehart and Welzel (2005) and Hagoplan (2005). With the inductive process, the theoretical framework was verified by applying it to selected cases studies (Cloete, 2013, p. 274).Similar to phenomenology, narrative inquiry seeks to understand lived experiences and how individuals describe and perceive those experiences (Patton, 2004)(Morillo, 2017, pp. 34–35). Tibor Malkovics's An Analysis of the Network of Relations between the Radical (National)

Right and the Hungarian "Guards "followed analytical method(Malkovic,2010,p.10). Vicente Palermo done comparative study of "the relation between corruption and governability" (Palermo, 2016,p.10). Sarah Scott followed the neoclassical realist approach which offers considerable scope for understanding foreign policy decisions(Scott,2016, p. 30). In Charles A. Casto work, the research was done "through interviews" (Casto, 2014, p. vii). Stephen Chukwunenye Anyamele followed comparative study "Nigerian and Finnish Cases " (Anyamele, 2004,p.153).

Leadership through Crisis approach has been used in this non-political but public institution research tried to justify the wider context and importance of leadership. Helena Liu sets out the methodological framework adopted in order to investigate the research questions (Liu, 2012, p. 14). Tsukayama, (2005) focuses on the transformation of political leadership in the North Coast of Peru Presents a multi-scholar analytical approach. (Tsukayama, 2005, p. 246).Michael M. Ogbeidi writes on Nigerian context of politics and corruption. (Ogbeidi, 2012, p. 21). Boin focuses on balancing their task "Effective leadership requires policy makers to devise, enact and legitimize a workable balance between these contradictory imperatives" (Boin, 2005, p. 156).

Cucciolla done research on "The crisis of Soviet power in Central Asia: The 'Uzbek cotton affair', 1975-1991" with scientific historiographical research. (Cucciolla, 2017). Alexandor & Lewis(2014) Leadership Trait Analysis (LTA) was conducted with the technique of Comparative Cognitive Mapping (CCM) (Alexander & Lewis, 2014, p. 20). Helms, Van Esch, & Crawford challenge that psychology and anthropology would seem to be considerably better equipped to master than comparative politics with rigorous inquiry. (Helms et al., 2019, p. 364). Lahel focuses on culture and institutions and came in conclusion that "The personalization of politics, including, the role of political celebrity are important however culture and institutions are also equally important in the leadership field." (Lahel, 2011, p. 321). Different methods have been used in anthropological studies. Most of them have been studied in this research which can be seen as in *Table 3*.

Table 3: Methods

S.No.	Researcher	Methods
01	Scott(2016)	Review Britain's behavior to find how it is changed in international system.
02	Selenica(2016)	Multisided based analysis, case study, ethnographic field work semi structured and informal interviews
03	Helms et al (2019)	Convictions from statement and behavior as content analysis
04	Jean blondel (1993)	Comparison
05	Selart(2010)	Monitor their decisions by observation
06	Alen R Johnson(2007)	Training methods socio-cultural dynamics
07	Lewis J Edinger (1990)	General observations and comparative generalizations
08	Ubah(1987)	Applied method
09	Duncon B. Foster(1966)	Comparative methods on India to France on administration
10	Emanuel P. Cloete(2013)	Deductive and inductive both and selected Case study
11	Patton(2004)	Phenomenology, narrative inquiry, lived experiences
12	Marillo(2017)	Phenomenology, narrative inquiry, lived experiences
13	Tibor malkovics(2010)	Network analysis
14	Vincente Palermo(2016)	Comparative study followed analytical method
15	Sarah scott(2016)	Neoclassical realistic approach
16	Casto(2014)	Interviews
17	Staphen (2017)	Comparative study
18	Cucciolla (2014)	Historiographical research
19	Alexander & Lewis(2014)	Leadership trait analysis, comparative mapping
20	Helms, Van, Esch & Crawford(2019)	Rigorous inquiry

My argument is that democratic leadership varies depending on the political situation, regardless of the society's given cultural traditions. In a society, what we call "appropriate leadership" has more to do with political rather than cultural factors. In the context of Nepal development of leadership has to be made and wait to better production. Transition country ruled by feudal monarch none of the theory matching properly has been revealed by this study.

III. Discussion

a) Leadership Concept

The literature has been reviewed for clarification of the concept of leadership. Jean Blondel (1993), Malinowski (1922), Evan Pritchard (1951), Marshal Mauss (2002)), and Shalins (1972) have given an anthropological concept of leadership. Anthropological perspective of leadership is related with power and authority whatever it is, in tribal or in modern age. Anthropologists always ask the question on leadership of why doesn't someone care about the cultural context and the recommendations are detailed studies of cultures and respect to the peoples with their culture to be a leader and for overcoming leadership crisis. In addition to anthropological approaches, study of the research and literature of other political and social scientists have been reviewed too. Anthropological approach focuses on cultural aspects but social scientists focus on different content, time, and context of the societies including socio-economic conditions. Social scientists always believed in society and its changing characteristics. In a fast-changing society, problems also emerge very rapidly and if unaddressed

in time turn into crisis. Political scientists focus is on change that happens forever. Politics is for the people and peoples are always hungry for change. If anyone wanted to maintain status quo then crisis would emerge. Peoples will choose change at any cost. With this conclusion it is very helpful to me to perceive the leadership concept and easy to compare it with the prevailing society.

b) Decision-making Process

Similarly, decision making process of political party's related literature also has been reviewed. During the time of taking decision what sort of challenges faced by the party and leadership? (Connery, 2010), (Howard and Ortiz,1971), (Herek, Janis and Huth,1987), (Hicks, Burgman, Marewski, Fidler and Gigerenzer, 2012), (Plog, Plog and Wait1978), (Mohanty, 2011),(Black, 1980), (North1962), (Johnson, 1983), (Zechmeister and Druckman, 1973), (Shibata, Tse, Vertinsky and Wehrung, 1991) has been mentioned on decision making process during the crisis. The take way massage is participation of all stakeholders, extensive negotiations and group involvement are encouraged, fulfilling, perhaps, the dual role of drawing upon extensive sources of information and co-opting participants to ensure quick and co-ordinate implementation for any political decision making process. For my study there are number of problems in decision making process in terms of inclusive participation, democratic and transparency in political decisions where as right judgment of the peoples power will possible. Declaration of republic in Nepal there were prevailing indecisiveness in decision making process.

c) Leadership Crisis

Whether leadership handled the crisis or they indulged in it and if so, whether the crisis of leadership prevailed is my concern of the study. Literatures which I reviewed are (Patel, 1990), (Ustun,2014), (Karenga, 1982), (Olalere, 2015), (Goldstein, 2015), (Wojcik,1969), (Saltz, 2017), (Boin, 2009), (Casto, 2014), (Anyamele, 2017), (Ayittey, 2007), (Quigley, 1970), (Edie, 2000), (Gill, 2012), (Iheriohanma & O. Oguoma, 2010), (Chang, 2012), (Wallace, 1969), (Dashwood, 2002),(Petrossian, 1981), (Fragouli, 2008), (Evangelia, 2016), (FANSO, 1979), (Lawler, 1996),(Mazánek, 2015), (Roach, 2009), (Hume, 1997), (Wallace and Peter Suedfeld, 1988),(Liu, 2012), (Tsukayama,2014), (Cothran, Phillips and Jr, 1961),(Uprety, 1983), (Chang, 1974), (Olalere Anthony, 2015) (Iheriohanma & Oguoma, 2010), (Boin, 2009), (Baker, 1998), (Cothran & Phillips, 1961),(Crossette, 2005), (Hachhethu, 2006), (Donald, n.d.), (Edinger, 1990),(Lerche, 1966), (Mabee, 1964),(Karenga, 1982), (Kagan, 2004) (Fazal, 2001). All these research have been done in different countries and situations with their crisis handled by the leadership. Literature says that crisis is an inevitable element of the society but the problem is how they are treating them? If problems are handled rightly, causes will be addressed and consequences will be positive. Leadership will be successful only after right handling of the crisis of their society. Literature from developed countries to developing countries has been reviewed like, USA to India. Literature has been reviewed from transition to stable countries like China to Nepal.

d) Leadership Theories

Different theories of leadership have been reviewed like Great Man Theory to transformational and transactional to charismatic leadership theories. Most of the theories were practiced in the 20th century, basically the industrial age, but Complexity Leadership Theory commenced in the 21st century with the knowledge era. Max Weber to Bass and Guleman to Burn's theories have been reviewed. The conclusion that has been drawn from all the literature is that these theories are also applicable to a specific time and specific place. Max Weber tried to combine transactional theory, transformational and charismatic theory in one to handle the crisis of leadership. Based on literature which I reviewed to handle the leadership crisis in a country like Nepal, Complexity Leadership Theory will be appropriate. The country turned from monarchy to republic, Hindu kingdom to secular, unitary to federal and exclusionary to inclusionary. Complexity leadership theory deals with the knowledge era with a close combination of administrative, adaptive and action-centered types. Complexity leadership could be defined as adaptive mechanisms developed by complex organizations in new conditions required by the information and knowledge era, rather than technical problems entailed by the industrial age. Complexity leadership is a joint, resultant product of the following three types of leadership: (1) administrative leadership based on strict control and a significant bureaucratic hierarchy (2) adaptive leadership fundamentally based on creative problem solving, resonating with new conditions and learning and (3) action-centered leadership that involves immediate decision-making mechanisms employed in crises and dynamic productivity.(Baltaci & Balcı, 2017b)

e) Methods

Mostly the studies have used the qualitative approach—data collection through personal interviews, personal stories, lived experiences, ethnographies—and purposive sampling of mostly interviews on leadership is used. Very few studies have using the tools of neoclassical realism. Based on the above mention methods, all the studies are very relevant to me. My study will be qualitative methods mainly based on literature and data collection through interviews and personal narratives also will be collected. My study is based on historical archival content analysis. Olememen has done wonderful research on the Nigerian leadership crisis through qualitative study. The case study was done on the phenomenon in Nigeria between1960-2010. The theoretical framework comprises Burns and Bass theories of transformational leadership and Davis and Toikka's theories of transformation and transit in governance. The method of data collections through personal interview with purposeful sampling of 13 past presidents of Nigeria, public officials and experts has been used. Data analysis has been done through comparative analyses.

The gap has been found in all these studies that is not done proper studies in country of transition in general and declaration of republic in specific. Most of the studies focus on failed leadership, corrupt leadership, and autocratic leadership. The Nepali character of leadership has fought for democracy for a lifetime, working for democratic leadership, even though monarchy had ruled the country for almost 250 years without any democratic norms and values and public support. Chances of declaration of republic had missed the number of times since the 1950's. On this scenario no study has been done till this date. Based on other studies I have done in this study.

IV. CONCLUSION

The overall objective of the paper is to make a critical assessment of concepts, theories, models for the study of leadership and its crisis, with special reference to the declaration of republic in Nepal based on available literature, the following conclusion can be drawn.

a) Limitation of the study

The research mainly focuses on Leadership crisis, concepts, theories and methods through the lance of anthropological perspective. Firstly, based on available literature, content analysis and anthropological perspective, therefore research may have limitations. Secondly, with the help of concepts, theories and methods trying to relate the declaration of republic in Nepal mainly on decisiveness which is based on few cases and limited theories and methods has been covered. Thirdly, Qualitative approach has been used mainly based on Netography (ethnography based on internet). Based on others experiences and references have been in the decision making process in the Nepali context only the case of declaration of republic. Fourthly, based on wider topic with time and resource constraint research has been done it is really useful for future.

b) Findings

The first finding of the study is to make a critical assessment of leadership concepts, theories, models and methods is not an easy job though the concept of leadership is a key element to drive the society. It depends on verities of the societies with their content, context and time. The concept of leadership is not only to lead the society but also to integrate and to connect the peoples in to the society therefore leadership is a culture, behavior, practices, mindset and tradition substantiated by reviewed literature. The second finding of the study is an anthropological approach focuses on the cultural aspect but political approach focuses more on socio-economic transformation and constant change. Leadership theories show the way out of the present crisis through appropriate theories which fit the particular context and only then can the crisis be overcome. Complexity Leadership Theory has been appropriate to relate to my study, being in the knowledge era, is the conclusion of the study. The third finding of the study is research methods can be applied in varies in order to conduct research. Research method also depends on their particular content, context and time. The fourth finding of the study is indecisiveness is a cause of crisis which can be created by social settings. It is proved in the particular context of the declaration of republic in Nepal.

In summary, the present study has shown the concept, theories and methods of leadership research based on the literature reviewed. Leadership is always able to resolve the crisis however if leadership is suffering from their own crisis they will create a crisis again. Based on the available literature review, leadership is a must no matter in nomadic life or in civilized society. The concept of leadership, decision-making process and leadership crises will be varied in terms of time and space. One size fits all formula will not be applicable, therefore, trying to be realistic, Nepal as a country in transition it needs to be seen what role leadership played in the past and what needs to be done for the future. What lapses happened in the past and how those mistakes are not to be repeated is a major concern of the study. With conceptual clarity following the conceptual framework, adopting reliable research methods and appropriate theories, this study tried to conclude and find out the causes and consequences of leadership crisis and overcome that problem.

Finally, the concern of the study is, decisions have to be taken at an appropriate time. If right time and right decision match each other, the results will be appreciated. Instead of it, if right decisions are made at the wrong time, they are useless. A wrong decision at the wrong time is disastrous.

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