Chapter 2
Literature Review on Leadership Effectiveness and Followership

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ABSTRACT

The purpose of this chapter is to provide in-depth understanding of leadership effectiveness and followership. These two terms are overlooked in the field of management and leadership studies. So different theories, models, dissertations, and articles were reviewed, and pieces of literature taken from theses are used in this chapter.

INTRODUCTION

The purpose of this chapter is to review literature pertinent to the present investigation in order to place the focus areas of this study - leadership effectiveness, transformational and transactional leadership approaches and followership – into their historical and theoretical context, and to trace relations between these areas. In doing so, various definitions of leadership and leadership effectiveness are considered and the perspective taken is described . Research on various leadership theories and the emergence of various approaches is then discussed, with brief consideration of historical perspectives in order to contextualize this research within the range of this current research. This research concerns itself with Bass and Avolio's (1995) full range leadership model, which outlines explicitly transformational and transactional leadership approaches that are characterised as contemporary leadership approaches,

and explores how these relate to effectiveness. The reviews then turn to discuss how followership is taken into account in the full range leadership theories and how it affects leadership effectiveness.Finally, Malaysian cultural perspectives also described. Summary is provided at the end.

DEFINITIONS OF LEADERSHIP AND LEADERSHIP EFFECTIVENESS

There are almost as many different definitions of leadership as there are persons who have attempted to define the concept (Stogdill, 1974: 259).

According to Burns (1978: 2) "leadership is one of the most observed and least understood phenomena on earth". As leadership has a long, rich history in management, it is also among the most researched topics in organisational behaviour and one of the least understood social processes in organisations (Avolio, 2002). According to Bass (1990) a universal agreed definition of leadership still remains elusive. Leadership effectiveness on the other hand also appears to be a significant term in the leadership study area (Fiedler, 1981; Yukl, 1998; Yukl, 2002). The term leadership effectiveness seems to be an important part of today's organisations although a lot of people have tried to define leadership or even effectiveness but it seems no one have succeeded to provide an accepted solution.

The difficulties of defining leadership was illustrated by Stogdill (1974) who suggested "there are almost as many different definitions of leadership as there are persons who have attempted to define the concept". Northouse (2001) also highlighted leadership as an ill-defined phenomenon. He however did clearly differentiate between the *leader* and *leadership*. The former is a position; the latter is a process. Fisher (1985) writes, "Leadership is probably the most written about social phenomenon of all time", and it is still not well understood due to its complexity. Despite the differences, according to Popper and Lipshitz (1993: 24) leadership is "a complex task in which the outcomes are often neither immediate nor concrete". According to Nahavandi (2009), the various definitions of leadership share three common elements: 1) group phenomenon; 2) goal directed; and 3) some form of hierarchy within a group. Mixing this aspect of leadership is the difficulty in determining cause and effect relationship between leadership actions and effectiveness. However, the basic notion of leadership as influencing others is reflected in the following definitions:

- Leadership is "*a process of guiding and directing the behaviour of people in the work environment*" (Nelson & Quick 2006: 214).

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