



Leadership Challenges in 21st century with reference to globalization

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ABSTRACT

This paper explains the impact of globalization, diversification on ethical leadership. Globalization is an elimination of barriers to trade, communication, and cultural exchange. The relationship behind globalization is that worldwide openness will promote the inherent wealth of all nations. The globalization includes four important areas (i.e. knowledge, business, government and society) that can give significant impact on ethical leadership. Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

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INTRODUCTION

In recent years, globalisation has played great role in nurturing and molding contemporary managerialization, leadership and competitiveness. The impact of globalisation is enormous although globalisation is a virtual phenomenon. Infact literally, globalisation is just a process of being borderless to create value for the people by exchanging money, product, ideas, and knowledge and so on. There are many views that define the globalisation. Ethically leadership can also be defines in many terms. It refers to a value based leadership which creates the corruption free and fare process of leading the people towards the prosperity and happiness. The globalisation can impact in a very large scale on the ethical leadership by conducting survey among bank managers and come up with possible effect of globalisation on the ethical leadership. Leadership is the art of motivating a group of people to act towards achieving a common goal. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills. However, we know that we have traits that can influence our actions, in that it was once common to believe that leaders were born rather than made. In fact, literally, globalization is just a process of being borderless to create value for the people by exchanging money, product, ideas, and knowledge and so on. There are many views that define the globalization.

- Developing Managerial Effectiveness
- Inspiring others
- Developing Employees
- Leading a Team
- Guiding Change

GLOBALIZATION

Ardalan (2010) contended advancement in computer and communications technology with the consequent expansion of free markets with the following benefits comes from Globalization: increasing global living standards, economic efficiency, individual freedom and democracy, and

unprecedented technological progress. The state has to make sure that, they will only provide the legal framework for contracts, defense, and law and order. Government has to take some public policy which should be connected and confined to measures that liberate the economy from social constraints: privatization of public enterprises; deregulation instead of state control; liberalization of trade and industry; enormous tax cuts; strict control of organized labor; and the reduction of public expenditures. Globalization has some priorities, which are: economic growth; the significance of free trade to stimulate growth; the unlimited free market; individual choice; the reduction of government regulation; and the advocacy of an evolutionary model of social development based on the western experience from around the world. The final forms of human government are the western free-market democracy, western ideas and the worldwide spread of its consumerist culture will prove to be relentless. The fast marketalization of most social relations dedicated to self-interested economic calculation, the continual solving of technological problems, and the satisfaction of perpetual consumer demands can be met by the globalization. Globalization constitutes an irreversible process, and that Anglo-American norms and values underwrite the culture of the new world (Ardalan, 2010).

ETHICAL LEADERSHIP

Ciulla (1998) argued that leadership can be defined as a multifaceted moral relationship between people, which can be based on trust, responsibility, obligation, emotion, and a shared vision of the good. He also said that, heart of the leadership lies on the ethics or ethical values. (Cardinal Joseph Bernardin of Chicago (2000) argued that when cited Massaro: —a consistent ethic of life. Massaro’s highlights that this belief has its origins in the view that advocates: — respect for all human life especially that of the vulnerable and outcast He goes on to say that: — any attack against innocent life is an offence and potential threat to all human life. So we can say that, leadership should be beneficial for the human life which is based on consistent ethical values. Bennis and Nanus (1985) has also expressed that vital responsibility of the leader is to create an ethical culture and the development and fostering of this.

IMPACT OF GLOBALIZATION ON ETHICAL LEADERSHIP

Ciulla (2004) noted that, —Globalization has created a host of new dangers that require a new kind of leadership – one that is, above all, collaborative. If these leadership can not cope up with the environment created by the globalization, then it will create a destructive impact on the society. as noted by Coleman (2005): —Among the alleged negative effects of globalization is its

insensitivity to human suffering. There is thus a need for a model of ethical leadership that is aimed at addressing these pressing and universal problems, as expressed by Isaak (2005), we live in a global economy that should create a moral behavior and sustainable economic development that bring self-respect to both those who give and those who receive.

Therefore, this globalization needs some leaders who will handle all the facets of globalization to create good deeds to the people of the society through different types of culture and societal orientation.

Globalization has brought increased speed and the question posed in the research referred to those who cannot keep up with this speed. Applying the principle of distributive justice to this characteristic of globalization, revealed that the market forces of the global economy do not

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ensure social justice, as noted by Koenig-Archibugi (2003:1), and this leads to the marginalization of many people resulting in inequality and the „moral gap. It was noted by Isaak that we need to: — ... slow down to become more human (2005:36). If all people is eager to participate to the well being of the society through a ethical leadership then, this marginalizing (participate in the society) effects that globalization has had on much of the total population of the world, largely as a result of unfair economic structures, is well recognized.

Indeed the influence of globalization is inevitable due to the transformation of economy and social from domestic protectionism to liberalization and deregulations. However, a few challenges to speed up globalization at the expense of ethical values. Hence this may affect ethical leadership development.

Objectives of the Study

- To study the impact of globalization, diversification and cultural differences on leader
- To study the various challenges faced by the organization in 21st century.
- To study the difference in the activities of traditional leaders and modern leaders.

RESEARCH & METHDOLOGY

This study conducted on Bank managers. The selection of respondents is bases on Non Probability Convenient sampling from 100 managers. the study secured 15 respondents .

Table I: Profile of Respondents

Respondent Gender Age

R1 Male 38

R2 Male 35

R3 Male 35

R4 Female 38

R5 Male 36

R6 Male 35

R7 Male 34

R8 Male 38

R9 Male 38

R10 Male 36

R11 Male 35

R12 Female 34

R13 Female 38

R14 Male 35

R15 Male 37

There are some questions which have been asked to the respondents to get their opinion about the globalization and ethical leadership and leadership challenges in 21st century. Questions are given below:

- 1) Do you believe that, globalization has a positive impact on ethical leadership?
- 2) Should globalization be encouraged to create ethical leadership?
- 3) Does globalization change the people' s values and norms?
- 4) Does globalization hampers ethical leadership
- 5) How does the leader can handle all professional difficulties of 21st century?

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FINDINGS & DISCUSSIONS

Based on the questions asked to the bank managers we come to know that the globalization has a positive impact on ethical leadership if we can manage it properly based on the ethical values. Therefore, most of the respondents said that, we should encourage the globalization to create ethical leadership but we have to make sure that this is aligned with the ethical principals. The results show that almost 35 percent of respondents were not sure whether globalization can change the people's values and norms. In other words, some respondents could not assure that, whether the impact of globalization does hamper the ethical values of the leader or not . In order to face the challenges of 21st century, the leader is required to adopt supportive leadership style to enhance the performance of his or her followers. Looking across the countries, there are six main categories that comprise more than half of all challenges.

- **Developing Managerial Effectiveness:** The challenge of developing the relevant skills—such as time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job—to be more effective at work
- **Inspiring Others:** The challenge of inspiring or motivating others to ensure they are satisfied with their jobs; how to motivate a workforce to work smarter.
- **Developing Employees:** The challenge of developing others, including topics around mentoring and coaching.
- **Leading a Team:** The challenge of team-building, team development, and team management; how to instill pride in a team or support the team, how to lead a big team, and what to do when taking over a new team.
- **Guiding Change:** The challenge of managing, mobilizing, understanding, and leading change. How to mitigate change consequences, overcome resistance to change, and deal with employees' reaction to change.
- **Managing Internal Stakeholders and Politics:** The challenge of managing relationships, politics, and image. Gaining managerial support and managing up; getting buy-in from other departments, groups, or individuals.

The modern leader is also required to motivate the followers in such a way that they work in enthusiastic manner to face the changing effects of globalization.

CONCLUSION

As we are living in the modern world where it is very critical for the country to appreciate the globalization, we should be very careful about the bad impact of the globalization. The modern leader is also required to motivate the followers in such a way that they work in enthusiastic manner to face the changing effects of globalization. We should not just simply provoke the globalization unless we can manage it properly. The leadership style should also be flexible to copup the changes in 21st century. Globalization will help the country to boost their financial, economical, societal status in the mean time it can destroy the moral values of the people influenced by the western motives. The orgnization should recruiute skilled employees and also training should be provided to the working employees for facing the competitive challenges of 21st century.

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