LEADERSHIP STYLE ON DEVELOPMENT POLICY IN SOUTH SUDAN

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According to Okumbe (2008), leadership is a process whereby one person influences others to do something on their own volition, neither because it is required nor because of fear of the consequences of noncompliance. This situation shows that leaders play a major role of guiding members to choose to do things freely and decide on their own for the good of community. Sonza (2006), also explains leadership as the ability to lead people and guide their energies towards achieving a goal." This gives a concept that a leader must fully understand his/her position and roles in any organization. He also states that leadership must be both task and relationship oriented, leaders need an awareness of both the task and relationship and they need to strike a balance between the two. Leader's power affects both the productivity and freedom of subordinates. If they use less power and authority the groups becomes freer in decision making. When more power and authority are used by leaders, the group lacks freedom in decision making. It is therefore advantageous to the group when leaders balance the power and the freedom of the followers.

According to Daft (2009) Leadership is an influence on relationship among leaders and followers who intend real changes that reflect their shared purpose. Leadership involves exerting influence over other members of the organization to help them achieve organizational goals, (Jennifer et al, 2002). Narayana et al, (2004) defines leadership as working with and through individuals towards a shared goal. It means that leadership is pluralistic. Every member has a role to play so as to make leadership successful.

Leadership styles is very important in any organization/institution. Through leadership, goals, vision values and mission of the institution are communicated to achieve the set objectives. Draft (2009) comments on leadership style that "Leadership style is concerned with communicating the vision and developing a shared culture and set of core values that can lead to the desired future state. According to this definition proper communication in an organization should be of a two way system, upward and downward for a leader and his subordinates and horizontal among subordinates.

Nabawanuka (2004), in her dissertation quoting Rowby (2007) says leadership starts with creation with a vision for the organization in such a way that others share and own the vision. Making the vision happen is concerned with allowing, encouraging or facilitating others to achieve an optimum performance, both in relation to their own potential and also to the needs and mission of the organization.

According to Hannagan, (2008) leadership is the process of motivating other people to act in particular ways in order to achieve specific goals. In any organization an effective leader should appreciate what is being done by his/her subordinates through verbal/written or material motivation. This increases morale, hence plays a great role in achieving the set objectives. Laurie (2002) states that there are many ways of looking at leadership and many interpretations of its meaning and concluded that, leadership might be interpreted simply as getting others to follow.

Organization development in terms of relationship within and out of the organization is obtained through communication. According to Manu (2007), communications can be formal and informal. Mostly in organization context communication is done formally whereby there is downward, upward and horizontal communication. With downward communication, institutional heads and departmental communicate to their workers. With upward communication, workers/employees are free to communicate to institutional heads. Lastly there is horizontal communication whereby the flow of information is between peers or colleagues in the organization. However, informal communication is also done whereby all workers including heads of organizations and heads of departments share conversations in corridors, staff room, phone calls etc. This communication is essential to the creation and maintenance of community and a genuinely democratic organization. It is highly practiced in democratic leadership style and hence believed to contribute to organization development.

Aggarwal (2004), states that learning is the product of the environments. The environments play an important role in the growth and development of the individual. According to this author, leadership styles are part of environments which have effects on organization development in terms of academics, infrastructure and general relationship in and out of the organization. If the leadership style is clear, well understood and acceptable by the subordinates, students and the surrounding community, such a style would be considered to bring organization development.

As far as organization development is concerned Sumbye (2009), argues that, all leadership styles can be useful in terms of bringing development in any organization/organization depending on the situation of the organization. For example the author points out that when subordinates in the organization/organization have clear goals, strong convictions and adequate skill; participative/democratic leadership style would be useful for bringing organization/organization development. On the other hand when the organization head is the only one who has specialized knowledge, autocratic

leadership style would be of more important for the organization development as participative/democratic style is viewed to be a waste of times

Tony at el (2004), states that leadership exists where an organization has a common goal, different role within the organization (one role being that of a leader) and there are systems and structures to allow coordination of efforts to achieve the common goals.

The Bible which is believed to have been written 1500 years ago talks also about leadership as one of the most important elements in any organization. In Genesis 41: 41 Joseph was made a leader/in charge of Pharaoh's place and all people had to submit to his orders. The Bible also talks about humility in leadership as cited in the book of Mark 10:13 – 44 (NIV) "……Not so with you, instead whoever wants to become greater among, you must be your servant and whoever wants to be first must be slave of all.

The Bible gives qualities of a good leader; this is portrayed by Apostle Paul in the book of 1Timothy 3:2–3. The Bible reads "A Bishop (religious leader) must be blameless , husband of one wife, vigilant, sober of good behavior, given to hospitality apt to teach, not given to wine, not striker, not greedy ….."
More over the Bible in the book of Exodus 18"21 – 22 , reads " But select capable men from all the people – men who fear God, trustworthy men who hate dishonest gain and appoint them as officials over thousands, hundreds, fifties and tents. Have them serve as judges for the people at all times, but have them bring every difficult case to you, the simple cases they can decide themselves. That will make load lighter, because they will share it with you.

From the above biblical quotations, the Bible gives the whole concept of leadership. According to the Bible the leader should be capable, humble and honest. It also supports delegation or decentralization of power so as to ease leadership.
A leader style refers to a particular behavior applied by a leader to motivate his or her subordinates to achieve the objectives of the organization (Okumbe, 2008). According to Okumbe it means that leaders can vary in leadership styles. Musaazi, (2009) supports this idea when says that leadership varies from one organization to another, no two leaders administer and lead their organizations in the same way. It means that the style of leadership that is most suitable to a particular situation is primarily a function of the cultural characteristics of the people.

Some cultures respect democratic leader while others authoritative leader. D'Souza (2006), also states that leadership seeks to meet the genuine needs and expectations of the group by performing required functions. Leaders' styles change from group to group, from situation to situation. This is true in the sense that, exercising strong directive power provides effective leadership when groups lack a sense of direction or purpose. When groups have clear directions and function well, non-directive styles of leadership work more effectively. However Tenneribaum and Schmidt (2011), explain various ways which influence a manager's choice of leadership style. They took into account the manager's need to consider certain practical considerations before deciding how to manage. They do conclude that, there are three main forces on a manager in deciding a leadership style. The first one is the situation; managers need to recognize the situation in which they find themselves in terms of corporate culture, their colleagues, style of work, the nature of tasks and time pressures. The second one is personal forces, managers' own background, and experience, confidence and leadership inclinations. The last one is the situation managers/leaders need to recognize the situation in which they find themselves in terms of corporate culture, their colleagues' style of work, the nature of tasks to be performed and time pressures. These authors / writers come up with suggestions that, managers should consider a full range of options before deciding how to act from a very autocratic leadership to a very democratic one. They both say if all employees are accountable and influential in decision making the best role for the leader may be to follow hands off approach.

According to Cole (2004), more emphasis is placed on the leaders' behavior forgetting the position of the group. The leader has to strike a balance between the needs of the people, task and goals in a given situation. However, it is clear that the leader is central. Any success or failure of the organization is counted on him/her and not on the subordinates or the nature of the task.

Gibbs (2005), talks about leadership styles. He advocates that leadership is not static but dynamic according to various changes including economic development and demographic changes. It can therefore be agreed that despite the various leadership styles, a good leader cannot stand on only one leadership styles, he/she should use various styles according to the prevailing situations. Leadership can be categorized into various styles, but the major types are democratic, autocratic and permissive (Manu, 2007).

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