

The Palgrave Handbook
of Leadership in Transforming Asia

Nuttawuth Muenjohn • Adela McMurray
Editors

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To my wife and sons: Napasorn, Peamawat and Bunnawat
– Nuttawuth Muenjohn

For all of time, to my parents and children.
– Adela McMurray

Preface

This book provides a comprehensive overview of current research addressing leadership styles, behaviors, practices, and developments in the Asian context. The imperative role of leadership in organizations and its influence on subordinates' behaviors, other stakeholders, and performance motivated us to incorporate the results of recent scholarly research and develop a guide for researchers and practitioners interested in enhancing leadership effectiveness in Asia.

The region's advancements over the past decades and its contribution and effect on the global economic environment raise the need to further investigate how leadership in these countries enhances individual and organizational outcomes in various industry sectors. This book in its investigation covers a variety of leadership styles including design leadership, transformational and transactional leadership, ethical leadership, innovation-enhancing leadership, leader-member exchange theory of leadership, as well as other vital leadership models and theories. The scholarly research findings and proposed conceptual frameworks focus on leadership development and desired individual and organizational outcomes such as performance, creativity and innovation, ethics, sustainability, and job satisfaction.

In studying leadership, it is suggested that the environmental context needs to be considered due to the influence of cultures and values on leadership effectiveness. Due to leadership's significant impact on an organization's success, performance, and competitiveness, it is critical to examine this phenomenon based on a cross-cultural leadership perspective as well as considering various industrial sector requirements. Therefore, more than 10 countries (e.g., China, India, Malaysia, Singapore, Indonesia, Thailand, Saudi Arabia, Australia, Pakistan, Iran) and a wide range of industrial sectors

(e.g., education, hospitality, banking, information, manufacturing) and organization types (SMEs, MNCs, and public sector) have been studied to empirically examine leadership theories more contextually.

Predominantly the research until now has been conducted in Western contexts. In contrast, this book offers an Asian perspective with implications for future research and leadership practice. One example is the research highlighting empathetic leadership. This is based on 10 years of field work in China and interviews conducted with 20 different foreign multinational enterprises so as to ascertain the impact of leadership practice on responsible supply chain management. Important in the current climate of economies once dominated by the collectivist culture of socialist state-owned enterprises, now transitioning to market-based models, is a qualitative study of business leadership in Vietnam as perceived by multiple stakeholders.

The book broaches the dark side of leadership in economies where reform of public and private sectors is recommended, presenting theories of good and troubled leadership, negative moral and ethical behaviors, and their implications.

By providing a broad understanding of contextually effective leadership practices, styles, and behaviors in Asia, the book uniquely contributes to the leadership literature and to leadership practice, thereby encouraging more research in other non-Western countries. The editors would like to express their appreciation to all authors whose valuable contributions made this project possible.

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