



---

**RESEARCH PAPER**

**Leadership Crisis in Pakistan: An Analysis**

**<sup>1</sup>Dr. Ghulam Qasim\* <sup>2</sup>Fazzal Abbas and <sup>3</sup> Amara Yousaf**

1. Visiting Assistant professor IR Institute of Humanities and Arts, Khwaja Fareed University of Engineering & Information, Technology RYK, Punjab, Pakistan
2. Visiting Lecturer IR Institute of Humanities and Arts, Khwaja Fareed University of Engineering & Information Technology, RYK, Punjab, Pakistan
3. Deputy District Officer, Health and Population Department. Punjab, Punjab, Pakistan

---

**\*Corresponding Author:** qasimmalik71@gmail.com

---

**ABSTRACT**

This study is to explore the effects of leadership crisis in Pakistan and how these crises left bad impacts on our country. Leadership plays a very important and key role in the improvement or enhancing of an established country. Weber was the first theorist to recognize that leadership itself was situational in nature and that effective individuals needed to move vigorously from one type of leadership style to another to remain successful. Pakistan's ongoing leadership dilemma has impeded the nation's stability and advancement. This paper examines the underlying reasons of the crisis, such as the nation's history of military operations, individualized politics, and shaky democratic institutions. The lack of accountability, openness, and vision among leaders is one of the variables that the research looks at in relation to Pakistan's political environment. This study used a qualitative methodology, investigates the viewpoints of politicians, academics, and specialists in order to find viable answers to the leadership issue. This study recommends that to resolve the problem and guarantee a secure and prosperous future for Pakistan, the conclusions emphasize the necessity of institutional changes, democratic consolidation, and leadership development.

---

**KEYWORDS** Corruption, Government, Leadership Crisis, Pakistan, Political Parties, Political Leadership

---

**Introduction**

Leader is one or more persons who select, equips, trains and inspiration one or more followers who have different skills and abilities and focuses the followers to the assignment and objectives that leads the follower to enthusiastically and actively enlarge spiritual and moving and physically energy in concerted matched effort to achieve the organizational mission and objectives. Some researchers have been defined leadership in terms of qualities, process, skills, capability, a relationship and build. (Winston & Patterson, 2006)

“Leadership is the process by which an executive ingeniously directs guides and influences the work of others in attaining specified goals.”

Leadership plays an important role in the improvement or enhancing of a recognized country. Particularly the leaders perform in improving the conditions of any country yet much of the research in this area has taken place in Pakistan but motionless our leaders did not recognize or understand that how far do the other countries leadership pertain to the world and in their own countries how do leaders lead manage or change and transport improvement. If we talk about the leadership in Pakistan all leaders in Pakistan have the same disorder yet no one shows any nervousness about our beloved country. There are a lot of issues present in our leadership. Everyone is trying to

attain their own goal and fame; they are not concern about the wealth of the country they are just giving injury to our nation's interest. All political leadership says that our party is the good for Pakistan. They will provide the bread and butter, housing, and cloth but this happens every day but these sessions always end on personal protests. No one is providing basic needs and everyone is busy censuring each other. No one is interested for our country's benefit. Now our country doesn't have leaders who are just concerned about Pakistan's prosperity, who were used to say "Unity, Faith, and Discipline, who just think about Pakistan, about the one nation, about the Muslim country. Our country doesn't have leaders like Quaid-e-Azam, Sir Syed Ahmad Khan, who were only concerned about the country where Muslims could live with freedom and where people could use natural resources like greatest irrigation system. now our country, Pakistan has an alarming situation of economy. Not only our country's leaders are responsible for this but unfortunately, all the nation is responsible for all this situation who chooses these leaders. "Allah does not change men's condition until they change their inner selves" (Klingborg, Moore, & Hammond, 2006).

The problem with the term „crisis is that it is used in dissimilar ways by different professions. In a general sense, the term infers an unwanted and unexpected situation that possesses hidden harm to people, organizations or society. If it can be taken that systems are normally not in crisis, then a crisis would be an irregular event (Almond, 1973).

Although this is clearer in stable systems, it also applies to systems that are normally disordered and which work in crisis-mode the nonconformity is just bigger or more apparent. "Crisis leadership is proactive. It attempts to identify crises and prepare an organization methodically, i.e., as a whole system, before a major crisis has happened" (Mitroff, 2004).

The crisis today is the most serious since 1971 whereas Pakistan is suffering from an insufficiency to state their understanding and there is always something to be said. It is time for a branch and root examination. The influences at work are more than one. Pakistan has too many moving parts, and hardly any stable ones. It is always on the verge of unexpected events. The system is contravention down for all its intentions and purposes (Milosevic, & Erin Bass, 2014).

Leadership plays a main role in the development of any organization. No organization can work professionally without effective leadership. Leadership is an important function of the management which helps to enhance output and to achieve organizational goals. In fact, leadership is an essential part and a vital component of effective management which helps to exploit efficiency and attain organizational goals Initiates action, Motivation, providing guidance, creating confidence, building morale, Builds work environment and Co-ordination (Sharma, & Jain, 2013).

## Literature Review

Bekman, (2017) explained that Leadership is ancient mystery about origin. This is leadership that helps to establish man and a community. Author also categorized the ways and approaches in which anyone wanted to be the part of leadership. And describes the leadership forces working in the organized community as they can help us to search for and strive "towards doing the good." It also can provide some guidance to all those students who not only want to master a profession but also want to show moral leadership in that profession.

Rehman, (2011) explained that the crux of this article is, from the day of independence in 1947, Pakistan faces many problems and Leadership was the most important issue for Pakistan and still Pakistan facing this challenge. Due to lack of good and wise leadership Pakistan is still a developing state. Pakistan's civilian leadership was fail to create prosperity in country because they all work for their personal interest and this is the cause of all military invasions in Pakistan.

Abbas, (2018) explained that leadership crisis in Pakistan. Pakistan always faced leadership crisis. Soon after the death of Quaide-e- Azam a number of good leaders were over there like Ayub khan Bhutto Zia and Suherwardy etc. As Sharif was the product of Zia as Bhutto was the product of Ayub Khan. Pakistan faced a fragile democracy; this was leader ship crisis that Pakistan faced the separation of East Pakistan.

Tafra-Vlahovic, (2011) explained that Leaders and managers play an extremely important role during crisis one should lead from the front. One should be alert at the workplace. Leaders must try their level best to prevent crisis Leaders must try their level best to prevent crisis he leaders should cooperate with the employees more often. Planning is essential to avoid emergency situations Leaders should strive hard to come out of rough times as soon as possible.

Eldakak, (2014) said that World is facing challenges in all three dimensions of sustainable development economic, social and environmental. More than 1 billion people are still living in dangerous poverty and income inequality within and among many countries production patterns have resulted in huge economic and social costs and may endanger life on the planet. Achieving maintainable development will require global actions to deliver on the legitimate ambition towards further economic and social progress requiring growth and employment and at the same time strengthening environmental protection. Sustainable development will need to be inclusive and take special care of the needs of the poorest and most vulnerable. Plans need to be adapting to different levels for development. There will need to systemically change consumption and production patterns and reduce disparity and strengthen economic governance.

Aftab Ali, (2014) explained that there is a great leadership crisis in Pakistan. Each leader is fighting for the individual praise of his personal work. They pushed the national interests aside. The concept of National Integrity is disappearing day by day. All Parties arranged so called Sessions to discuss national issues for their own benefits. Nobody accepts that national interests are more important than their personal issues. A blame game is continued between Senior Politicians on minor issues. It is this lack of accountability, failure of betterment for the common man as a result of elections that has led to disillusionment within the people towards the process. It seems that each of them is fighting to enlarge its political creed. The democratic rules are severely crushed by different players in the country. It is the need of time that we should thought above our personal aims and objectives. We should unite for the sake of this country. Nobody will come to correct us it should be we ourselves we should learn from our personal errors. United we stand divided we fall. Unity, Faith and Discipline, could lead us towards a cheerful future.

## **Methodology**

The research employs historical, descriptive, and analytical approaches to proceed and draw a conclusion. For this purpose, qualitative method has been used. All the data given in this study are composed of released papers in print media, books, and journals, and

official reports of the organizations for instance secondary methods for the research were consulted and analyzed thorough investigates the viewpoints of politicians, academics, and specialists in order to find viable answers to the leadership issue.

### **Differences between bad and good leaders**

There are palpable differences between bad and good leaders. A bad leader is the boss you despise working for every day the one who never encourage your achievements and only emphasizes your faults. A good leader truly believes in the work he does. A good leader has a strong sense of purpose that materializes in even the most menial tasks. A good leader is a role model for all the staff which is working under the supervision of that leader. Here are many differences that we have noticed between bad and good leaders (Hasan, 2017).

### **Max Weber's Theory**

In Max Weber's theory, he wrote about three types of leaders bureaucratic, charismatic, and traditional. Weber was the first of the theorists to recognize that leadership itself was situational in nature and that effective individuals needed to move dynamically from one type of leadership style to another to remain fruitful. Weber also believed there were two basic examples within which leaders worked transactions and transformations. Weber supposed that transactional leaders were those that worked within the current systems or environment to achieve results. For example, he theorized the bureaucrat is a transactional leader effective in using their knowledge or lawful authority to achieve results. (Calás, 1993)

The sociologist and philosopher Max Weber distinguishes three types of authority charismatic traditional and legal rational each of which agrees to a brand of leadership that is functioning in contemporary society. Jeffry Okay, a scholar in critical theory explains that the achievement of a particular form of political order in any democracy depends on prevailing conditions "in which different forms of society cohere" and different ways "in which consensus is achieved. "First, charismatic authority points to an individual who possesses sure traits that make a leader strange. This type of leader is not only capable of but actually possesses the superior power of charisma to rally varied and conflict prone people behind him. His power comes from the huge trust and almost indestructible faith people put in him. Second, traditional authority designates the presence of a leading personality. This leader is someone who depends on recognized tradition or order. While this leader is also a dominant personality, the usual order in society gives him the mandate to rule. This type of leadership however is reflective of everyday monotonous and behavior. Third, legal-rational authority is one that is beached in clearly defined laws. The obedience of people is not based on the capacity of any leader but on the legitimacy and ability that procedures and laws bestow upon persons in authority. Current society depends on this type of rationalization as it requires the emergence of a bureaucracy that signifies order and codification. (Maboloc, 2015)

### **Main reasons of leadership crisis in Pakistan**

The leadership crisis in Pakistan is because of three key reasons. First, the failure of a process to build possible institutions mainly in the areas of politics, governance and education. Irregularity in political institutions on one hand and military bureaucratic institutions on the other, deepened in the first decade of Pakistan when subtle civilian

governments since the death of Liaquat Ali Khan till the imposition of Martial Law in October 1958, were in power. Political institutions in the form of political parties and parliament existed in a void because those who were supposed to run such institutions either lacked the caliber or the promise to deliver better results. One cannot blame the military or bureaucracy to disturb the political process because so called political choice since the beginning of Pakistan till today didn't focus on strengthening democratic institutions by resolving issues which deepened political crisis in the country. It is the military which has taken the inventiveness since the last one decade to train politicians and those belonging to civil society in the kingdom of national security by holding several workshops at the National Defense University Islamabad. The educational institutions which could have produced professional leadership in different fields also remained weak and empty of playing any forceful role in Pakistan's road to democracy, progress and development because of politicization of colleges and universities and the appointment of teachers mostly on personal or political grounds. Student unions, which for a long period of time were a basis of providing political leadership were disqualified during the Martial Law regime of Zia-ul-Haq in February 1984 and have so distant not been restored in the post Zia era (Rehman, 2011).

As a result, in the last 31 years a thoughtful void has emerged as far as the youth leadership is worried. Student unions regardless of their flaws provided a useful platform to the youth of Pakistan to deal with the issues and also provide training to take up responsibilities. Their banning underprivileged Pakistan of a generation who may have played a leading role in bettering the country's affairs. Second, the culture of lust for power, wealth and privileges which infused deeper at the state and society's level produced middling or below mediocre leaders who neither possessed skills education energy nor the determination to lead the nation. It is not difficult to device the reason why an ordinary Pakistani feels insecure, deprived, downtrodden and let down by those who are at the helm of affairs. Whether it is the poor quality of life, lack of proper employment opportunities relegation of merit, crimes, violence and terrorism the so called leadership of Pakistan, which is supposed to represent them, is absent (Cheema, Fatima & Mahsud, 2020).

A good and responsible leadership is always receptive to the plight of people and never follows an escapist route. Except Zulfikar Ali Bhutto, who followed a practical approach to be in the middle of the conquered while being in power, no other political leader in Pakistan proved that he or she possessed the skills and determination to understand their difficulty. In most cases it is the military which is called to help civilian governments in times of floods and other natural disasters. Military is also engaged in fighting terrorism and such acts which cause violence in society (Yasin, Batool & Ajmal, 2019).

It is the military commanders, with the Chief of Army Staff who on the occasion of Aid provided support and comfort to the Internally Displaced Persons (IDPs) and the fatalities of terrorism. In most cases the so called elected representatives were not seen with people who faced ordeals because of terrorism floods and energy crisis. As a result, the authority and status of political parties and their leaders who are supposed to serve people is questioned. Third, negative approach tends to dishearten those people in Pakistan who want to play a leading role for the betterment of their country. It means that if someone is trying to play a positive role in society he or she is directly discredited by the 'mafia' by launching a negative campaign through a hateful media trial. Accordingly, people with good reputation, commitment, piety and devotion who want

to do something better for the country are pushed back by such `mafias`, who also happen to wield substantial power.

There is no shortcut to seek trustworthy, honest, unrealistic, bold and intelligent leadership in Pakistan. Years of negligence and indifference on the part of those who have been at the wheel of affairs since the early 1950s till today, have caused huge damage to the process of training an effective leadership in the country. The leader who wants to put Pakistan on the right road must be aware of the issues which deepen radicalism, intolerance, radicalization and terrorism. The frustration, anger and anger among the youths of Pakistan are a major challenge to the existence of the country and at the moment there is no leadership on the scene which can stop the imminent disaster. If military is trying to act in a responsible manner and sort out things which should have been the domain of political leadership the very trustworthiness of so called civilian leadership is questionable (Rehman, 2011).

“DO not forget that the armed forces are the servants of the people and you do not make national policy; it is we, the civilians, who decide these issues and it is your duty to carry out these tasks with which you are entrusted.” Quaid-e-Azam Muhammad Ali Jinnah’s address to the Armed Forces on August 14, 1947.

### **Example of Leadership crisis in Pakistan**

Since its foundation in 1947 Pakistan has boarded upon a long and difficult trip towards parliamentary democracy. This has led to frequent regime changes with power irregular between military and democratically elected governments.

Corruption is one of most long-lasting issue all over world especially in third world countries like Pakistan where it has sent down in government institutions sufficient that cannot be removed easily following the stakes of authoritative bureaucrats and corrupt politicians. Corruption has been deep sent in all levels either private or government from top to bottom and anti-corruption institutions have badly failed to stop this or even decrease the ongoing dishonesty and frauds. The economy of Pakistan has collapsed totally due to high rate corruption and criminal neglect of relevant authorities. There are many top politicians have been allegedly involved in this misbehavior in which top ten are below who are worried with their stakes only without thinking about the public.

### **Panama Leaks in Pakistani Scenario**

On 3rd April 2016 the Panamanian firm named Sueddeutsche Zeitung (SZ) exposed 2.4 terabyte data for public with the collaboration of International Consortium of Investigative journalism (ICIJ). About 214,000 companies and 200 countries as well as terrorist were engaged in it. Many other personalities such as politicians, athletes, celebrities and judges were also enlisted for corruption (Guvara, 2016).

About 200 journalists, 100 media organizations and 80 countries contributed for investigation.

Same in Pakistan more than 200 people were enlisted in panama leaks including Pakistan’s former prime minister Mian Muhammad Nawaz Sharif and his children (Rizvi, 2016). Altaf Hussain, Benazir Bhutto, Asif Ali Zardari and many others politicians and politicians faced the media trail in specific period of their career (Ameen, 2006).

The documents shared by the International Consortium of Investigative Journalists, Chairperson of Pakistan People's Party (PPP) Benazir Bhutto also include the panama leaks. The leak said that Bhutto and her partners paid vast bribes to the Iraqi government -led by President Saddam Hussain- in 2000 to win oil contracts for their Sharjah based company Petrofine FZC and later established a company named Petroline International Incorporation in British Virgin Islands in 2001.

In 2006 the former Minister Raja Pervez Ashraf was establishing guilty in the Rental power project and was removed from the office through a court order (Siraj, & Waheed, 2019).

The Prime Minister, Yousif Raza Gillani was removed from the Premiership by the court order for not obeying the court order to send letter to the Swiss authorities to reopen money laundering case against President Asif Ali Zardai (Dawn, 2012).

The Panama Papers case was a landmark decision by the Supreme Court of Pakistan that disqualified the former Prime Minister of Pakistan Nawaz Sharif from holding public office for life.

Current prime minister, Imran Khan and minister for interior of Pakistan, Sheikh Rasheed petitioned the court in the aftermath of the Panama Papers leak, which uncovered links between the Sharif family and eight offshore companies (Khan, Shami, & Ashfaq, 2019).

## **Conclusion**

Leadership crises play a role in weakening a developing country's economy. Since the establishment of Pakistan in 1947, Pakistan swings between the military and civilian forms of government. Pakistan has always been struggling with lack of finance to achieve its various social, political, economic development and military needs. Lack of people education, dishonesty of majority of the politicians and many other factors have made the political scenario of Pakistan a look like hell. corruption in Pakistan is not only limited to the authorities but also seen at lower level.

It has been 72 years since the founding of Pakistan but unfortunately, we have not been able to find a leader like Quaid-e-Azam. Everyone wants to make their money but none of them think about public. There are many legal instruments and special laws have been formulated to control corruption in Pakistan.

There is huge list of different corruption scandals in many public and private organizations Some of them are: Prevention of Corruption Act (1947) is used against a public servant for accepting bribe, misuse of power and or other forms of illegal income source. General Ziaul Haq presented special courts and tribunals. He created 13 special courts, headed by high court judges, to try politicians, including former ministers and legislators, for a variety of misconduct. Later Sharif set up Ehtesab Cell in 1990, which was applicable to both politicians and members of federal or provincial assemblies. Former President of Pakistan, Pervez Musharraf introduced the National Accountability Bureau Ordinance in 1999. This law has allowed to investigate complaints of corruption against holders of public offices for corruption and misuse of power. Now Pakistan's current government also struggling against the corruption of many former leaders of Pakistan.

## **Recommendations**

- Starting at the family and societal levels, where these perceptions are repeatedly reinforced by social conditioning, is where one must begin to address the negative perceptions. No one is born with the idea that one sex is superior to the other or with the idea that everyone is equal (or lack thereof). Men's opinions of women's roles and "limitations" are formed through observation and conditioning.
- Our government needs to prioritize the education system. Gender stereotypes shouldn't be reinforced by the curriculum, especially in early school. Religion might also be brought up, and women with extensive religious knowledge ought to step forward and offer their interpretations of the relevant verses from the Quran. In contrast to what is often stated, Islam gives women more freedom in specific local situations. Additionally, all women should have access to free education, which should be made mandatory.
- According to the study's conclusions, one of the barriers to women's political empowerment is education. The country's female literacy rate needs to be raised, so the government must act decisively.
- Women's political empowerment and legislative representation are significantly influenced by economic empowerment. The government should implement practical measures to remove the economic barriers that women in Pakistan face.
- The government must pay more attention to the socioeconomic condition of women in rural areas. To address the difficulties women face in rural areas of the nation, real action must be taken.
- Women should have a portion of local government development expenditures.
- To resolve women-related problems, the local level should implement the women's panchayat system.
- It is imperative that women play a role in district management, policy development, and implementation.



## References

- Abbas, M. (2018). Leadership crisis in Pakistan. *The international News*.
- Ali, Y. A. (2014, January 28). Pakistan's leadership crisis. *The Nation*.
- Ali, Z. (2018). Anti-corruption Institutions and Governmental Change in Pakistan. *South Asia Multidisciplinary Academic Journal*, 1-18.
- Ameen, K. (2006). Challenges of Preparing LIS Professionals for Leadership Roles in Pakistan. *Journal of Education for Library and Information Science*, 47(3), 200-217.
- Bekman, A. (2017). *The Mystery of Leadership*. Alert-Verlag E.K.
- Calás, M. B. (2019). *Deconstructing charismatic leadership: Re-reading Weber from the darker side*. In *Postmodern Management Theory*. Routledge.
- Cheema, A. M., Fatima, M., & Mahsud, M. I. (2020). Pakistan's Anti-Corruption Legal Regime: A Story of Political Rag Tag. *Pakistan Journal of Criminology*, 12(1), 89-108.
- Eldakak, S. (2014). Leadership in crises: the ultimate challenge. *Advances in Economics and Business*, 2(6), 232-237.
- Hasan, S. (2017). *Top 10 leadership qualities that make good leaders*. TaskQue.
- Khan, S. N., Shami, S., & Ashfaq, A. (2019). Coverage of Panama Cases Trial in Pakistan by International Media; Disqualification of Prime Minister Nawaz Sharif. *Journal of the Research Society of Pakistan*, 56(1), 83-92.
- Klingborg, D. J., Moore, D. & Hammond, S.V. (2006), What Is Leadership? *Journal of Veterinary Medical Education*, 33(2), 280-283.
- Milosevic, I., & Erin Bass, A. (2014). Revisiting Weber's charismatic leadership: Learning from the past and looking to the future. *Journal of Management History*, 20(2), 224-240.
- Rehman, k. u. (2011). Pakistan's Leadership Crisis. *The Dialogue*.
- Sharma, M. K., & Jain, S. (2013). Leadership management: Principles, models and theories. *Global journal of management and business studies*, 3(3), 309-318.
- Siraj, S. A., & Waheed, A. (2019). Framing of Panama Leaks in Pakistan's leading newspapers. *Pakistan Journal of Criminology*, 11(1), 84-100.
- Tafra-Vlahović, M. (2013). Leadership in crisis management. In *First International Conference on Management, Marketing, Tourism, Retail, Finance and Computer Applications* (pp. 85-90).
- Yasin, S. A., Batool, S. S., & Ajmal, M. A. (2019). Leadership in academia of Pakistan: Perception of crisis situation and solutions. *Pakistan Journal of Psychological Research*, 34(4), 671-692.