



PROACTIVE LEADERSHIP AND GLOBAL TRANSFORMATION IN ORGANIZATIONAL POLICY AND MANAGEMENT (OPM)

Lawretta Adaobi ONYEKWERE

Department of Sociology
Rivers State University, Nigeria

John NWOKOCHA

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria

Nwachukwu Prince OLOLUBE

Department of Educational Management
Faculty of Education
Ignatius Ajuru University of Education, Nigeria

ABSTRACT

This research is about proactive leadership and global transformation in organizational policy and management. We live in a time where new innovation and unprecedented productivity drives organizational purposes. This paper presents an organizational leadership that is poised to kick-start a conversation about how to respond proactively to the revolutionary, dynamic and ever changing leadership needs in ways that prepare not just the organization for the future, but their managers and organizational members as well. Proactive driven leadership is a crosscurrent of rapid expectations, innovations and results that can change contemporary organizational leading practices. There is nothing like an organization that just arrived at its destination because all successful organizational practices keep evolving and ones content to stand still. A self-structured questionnaire which employed four-point likert-type scale christened Proactive Leadership and Global Transformation in Organizational Policy and Management (PLGTOPM) was used to gather data. The population of the study comprised of academic and non-academic staff of the selected universities in the South-South geopolitical zone of Nigeria. Purposive sampling technique was the technique adopted to gather the sample with a controllable sample of 490 for the analysis. Cronbach α reliability analysis was used to measure the reliability of the instrument. One-Way Analysis of Variance (ANOVA) set at .05 level significance was employed to determine the relationship between variables. The result tested for items of the hypotheses revealed a high association exist between proactive leadership and global performance in organizational policy and management (OPM). The paper concluded by recommending that proactive leaders should adhere to organizational procedures and policies, take risks, and expect conflict among others.

Keywords: Proactive Leadership, Global Transformation, Organizational Policy, Management.

Reference to this paper should be made as follows:

Onyekwere, L. A., Nwokocho, J., & Oloolube, N. P. (2019). Proactive Leadership and Global Transformation in Organizational Policy and Management (OPM). *International Journal of Institutional Leadership, Policy and Management*, 1(1), 176-201.

INTRODUCTION

Leaders willing to create long-lasting impact on their organization should try to be proactive, instead of creating a reactive leadership. Reactive leaders expect issues to arise before addressing them and they are naturally rush from crisis to crisis, and are not learning lessons for building the organizations and processes they operate. Proactive leaders, unlike reactive leaders, take responsibility for his or her management roles by partaking and cooperating with their team, leading by example, and continuously searching for ways to cope notwithstanding whether they are in low or high ranking management, forward-thinking leadership is the best mind-set to manage humans.

Leadership is a process in which an administration will direct, guide and influence the behaviour and work of others towards accomplishment of specific goals in given situations. Leadership is the ability of a manager to induce the subordinates to do their jobs confidently and with zeal.

Leadership is also the potential to influence behaviour of others. It is seen as ability to influence a group of people towards the realization of a goal. Leaders are needed to develop future visions, and also motivate the members to realize the organizational set goals. According to Ololube (2018), leadership is the ability to persuade others to drive established goals with enthusiasm. It is the human feature that binds a group and inspires it towards achievement of its purpose. A leader needs to communicate in a ways that makes people feel what they need to do (Goldhaber, 1993). As a leader of a group, members of the group need to believe in you and understand that you are behind any given course. It is not solely what you say also what you feeling and believing. This rule reminds all people, and leaders especially, that emotions are a robust incentive or, in some cases, a de-motivator. We are social creatures and want to interaction (Ololube, 2018b). A leader utilizes that to form points when they are vital. Delivering a message face-to-face is strikingly totally different from when you do mass communication. If we are reaching to have impact as proactive leaders, we are obliged to speak directly, eyeball-to-eyeball, and with genuiness.

Bindl and Parker (2009) stated that leadership is not concerned with titles or a corner at workplace. It is concerned with the readiness to improve, distinguish self out there, and lean into courageousness. The society is desperate for braver leaders. It is time for all people to improve. Positions in an organization that allow an individual to serve other personnel by clear communication, aiding with strategic planning (whether through one project or multiple planning), and providing direction and feedback to others is leadership.

In agreement to Bindl and Parker (2009), and Crant (2000), leadership deals with changes whereas management deals with quality. It is worthy of note that some have the ability to become managers but not strong leaders. Likewise, others like Shondrick and Lord (2010), Akdemir, Demirkaya, Noyan, Demir, Ağ, Pehlivan, Özdemir, Akduman, Eregez, Öztürk, Ilksen, and Balci (2013) believe that having good leadership and having the ability to adapt to challenges of make one a better leader. Today's organizations need people who are both leaders and managers at the same time and organizations do their best to bring in these kinds of people into their teams. Some researchers consider leadership as an art while some consider it a science (Wergin, 2007). This chapter is concerned with proactive leadership and global transformation in organizational policy and management which is the result of effective and successful leadership based on followers' need for direction and support. The roles of leaders are specified and need to innovation so as to fulfil the present and future needs of their followers. If leadership focuses on task solely, it is not good; if leadership focuses on people only, it is not good too. Proactive leadership will strive to strike a balance between both task and people for the achievement of success (Parker, Bindl, & Strauss, 2010).

BACKGROUND

The activity of leading a people or an organization or the ability of establishing a clear vision, sharing that vision with others so that they will follow willingly, providing the information, knowledge and methods to realize that vision (Ololube, 2018a). A simple definition is that leadership is the art of motivating a group of people to act towards achieving a common goal. In an organizational setting, this can mean directing workers and colleagues with a strategy to meet the organizational needs.

Proactive leadership captures the essentials of being able to inspire others and being prepared to do so (Goerdel, 2006). Proactive leadership is based upon ideas (whether original or borrowed), but that cannot happen unless those ideas of the leader can be communicated to others in a way that engages them enough to do things and as the leader wants them to act (Bindl, & Parker, 2009).

Put even more simply, a leader is the inspiration and director of the action. He or she is the person in the group that possesses the characteristic combination of personality and leadership skills that makes others want to follow his or her direction making him a leader, thus, a leader without followership is 'walking'.

According to Parker and Sharon (2017) 'leadership' is a crucial issue in our contemporary world burdened with changing times. In politicians, we lament the lack of principle and/or the ability to implement policy. Populist demagogues attract perturbing numbers of followers. The big organizations generally have a reputation for callous treatment of staff and arrogant top executives. The not-for-profit organization pretend to be value-driven but, having become huge and high influence attracts its share of ego-driven, authoritarian-minded managers (Liden, Wayne, Liao & Meuser, 2014). Networks, coalitions and people movements are often undermined by interpersonal rivalries. In many places where people need and would anticipate principled and inspiring leadership, we find people whose exceptional qualities seem to be power acquisition, promotion of self and faking values and results. Thus, they fail to lead or become bad leaders.

Being a proactive leader is about taking responsibility and taking time to plan, improve teamwork and always having a contingency. Put differently, taking measures to put things in place to prevent problems before they can even occur. As a proactive leader identifying areas of risk of the organization, and working out ways that will reduce their effects, or better still, stop the problems from happening altogether are vital characteristics of a proactive leader.

There is a broad dissimilarity between the reactive and the proactive leaderships. Reactive leadership are most times in an anxious state of constant action striving to achieve organizational goals to the best of their abilities (Carmeli, Reiter-palmon & Ziv, 2010). In contrast, proactive leadership champions organizational missions and accomplish goals more often and with greater ease using adequate organizational policies and management procedures. Where reactive leadership is circumstantial or put differently, deal with circumstances and events as they come, proactive leadership is anticipatory, thus, anticipate events and results and plan accordingly. Worthy of note is that proactivity simplifies leadership, provides increase in positive results and promotes a more joyful workplace (Bindl & Parker, 2010). See figure 1.

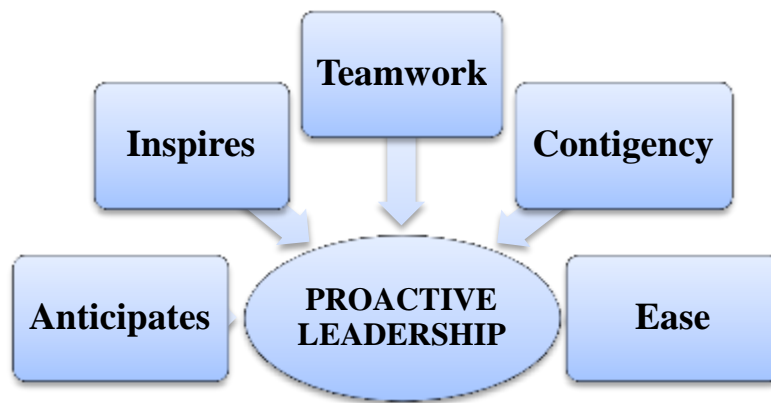


Figure 1: Proactive Leadership and Global Transformation in Organizational Policy and Management

Purpose of the Study

The society is saturated with poor leadership that are characterized by their lack of ability to provide adequate and appropriate direction for a global transformation in organizational policy and management, which stems from their own lack of vision and mission to meet the ever changing and dynamic needs of organizations and society at large (Mayseless, 2010). The purpose of this study is to inspire and present to the society proactive leaders who yearn to make a lasting impact on their organizations and society at large, rather than reactive, leadership. Reactive leaders wait for problems to occur before addressing them; they are often running from crisis to crisis, without learning ways to improve the organizations and processes in which they operate.

Evidence from Ololube (2017) shows that poor and reactive leadership brings about lack of coordination and teamwork in the organization, poor management skills, and blaming others for leadership failures brings about poor communication, lacks of direction for leadership and the organization, causing loss of morale and frustrations. As a result, this cutting edge research is born to:

- Determine foundational qualities of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational control of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational administration of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational effectiveness of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational integrity of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational competence of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational accountability of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- Determine foundational influence of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria.

Hypotheses

For accuracy and scientific outlook, the following adequate hypotheses were designed to pilot this study:

- There is no significant association between foundational qualities of proactive leadership and global transformation in organizational policy management (OPM) in Nigeria;
- There is no significant association between foundational control of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational administration of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational effectiveness of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational integrity of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational competence of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational accountability of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria;
- There is no significant association between foundational influence of proactive leadership and global transformation in organizational policy and management (OPM) in Nigeria.

CONCEPTUALIZATION

Leadership is practically about coping and producing change. This is achieved through three core activities:

- Establishing a direction (vision)
- orientating people (communicating goals, seeking commitment, building groups and coalitions)
- Motivating and inspiring which includes energizing, empowering others, satisfying unmet needs (Gagné, Forest, Gilbert, Aubé, Morin & Malorni, 2010).

A guiding premise behind the creation and utilization of advancement lies within the indisputable fact that most organizations have advanced management structures (Ololube, 2013). Members of staff who demonstrate wonderful potential for leadership are mostly looked over in favour of as one with additional experience. These up-coming staff of an organization, if given appropriate training and opportunity, might simply become leaders of specific areas, transforming them into loyal leaders who have high levels of job satisfaction (Nnokam & Nwokocha, 2019). Advancement are accessible to the entire body of the organization that permits staff with potential for advancement that new hired could get.

This also provides an ideal resource for the administration to draw members for assignments to special tasks and delegate special responsibility as mentioned by (Bledow & Frese, 2009). At this level, leadership membership can be perceived as an individual contribution to the organization and providing of individual's ability to balance his or her own needs for advancement with the requirements of the organization (Botero & Dyne, 2009).

A classic study on leadership style was conducted by Okai (2019), which examined the leadership styles of leaders. He highlighted a threefold typology: authoritarian, capitalistic and democratic. They found:

- Authoritarian leaders form a way of dependence on the leader. Their presence control the group and no work was done in their absence;
- Laissez-faire leaders accomplish very little work whether or not they were present or absent;
- Democratic leaders accomplish group cohesion and harmonious operating relationships whether or not they are present.

Proactive Leaders are 360⁰ Leaders (Proactive leaders develop influence anywhere in the organization)

The starting point for having influence in organizations anywhere is by understanding that organizations and the society at large have something that spectators uniquely value if they are to make good progress Olorube, Elechi and Uriah (2018). The subject-matter therefore, is where will this uniqueness come from, and how it can be sustained. Below are suggestions to develop influence anywhere in the organization (Maxwell, 2005).

- **Create and sustain relevance:** The foundational basis for proactive leadership for global transformation in organizational policy and management must give your spectators something that strongly influences them to choose your methods and techniques (Olorube, 2018). According to Bracey, Rosenblum, Sanford, and Trueblood (1990), if leadership does not possess this virtue, then, it has no effect and it cannot innovatively sustain the position of leadership and is not a proactive leader.
- **Make imitation difficult:** Proactive leadership for global transformation in organizational policy and management should be difficult to imitate. This allows you to provide methods and styles that are better than those of your competitors (Covey, 1989). And because you are continually working to improve these skills, means that you can sustain your relevance and position.
- **Inspiration and Innovative:** Your presence should be one that should inspire people. It should challenge people and also be an open door for others to grow and improve their set-skills and potentials (O'Reilley, 1998). Proactive leaders drive ahead, securing new and growing grounds through constant innovation. This is a high-energy, ideas-driven advancement not limited to the technology sector (Olorube, 2006). Innovation is a key to the success of all sorts of organizations, is not limited to your salone. It can also mean developing better and more effective ways of working that allow your team members to excel in their roles and that it can also lead to a better leadership roles and global transformation in organizational policy and management (Olorube, Ingiabuna & Dudafa, 2018). Proactive leaders make it a priority to be groundbreaking, creative, and curious, and to act on what they discover. See Figure 2.

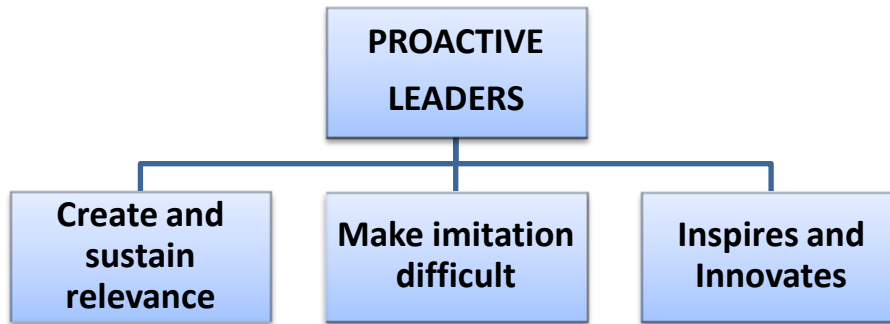


Figure 2: Proactive Leaders are 360⁰ Leaders (Proactive leaders develop influence anywhere in the organization)

Characteristics of Proactive Leadership

A proactive leader is the one who has the ability to forecast, predict and speculate things as well as make adequate preparation beforehand. Proactive leaders are the leaders of modern world today. They run the organizations with their great vision and extraordinary ability to look at long term goals and achievements (Maysless & Popper, 2007). These leaders are exceptionally effective when the environment becomes highly competitive and there is lot of instability around demanding counter measures.

According to De Vos, De Clippeler, and Dewilde (2009), the key characteristic of proactive leaders have is that they are always expecting something to happen and for that reason, they are always prepared to provide counter measure. A proactive leader will not give an excuse of not expecting a certain situation. They work predictably to measure from first instance with calculated forecast based on their knowledge, experience and most importantly, contemporary issues surrounding them. Their ability to critically analyze appropriately sets them apart from the rest (Fuller & Marler, 2009).

Proactive leaders are highly practical and rely on scheduling tasks and setting up priorities as well as objectives and goals with optimism to accomplish them. They always need something to look forward to and move. Proactive leaders develop and cultivate different work habits. According to Nwokocha (2019b), they will always focus on scheduling work and working around priorities. The determination always have plan, and develop the will power to achieve certain goals and unexpected tasks that arises within those priorities and this is what they are excellent at doing. This ability leads them to discover and predict moves that can get the work done before something undesirable happens.

Calmness and sensibility are proactive leader's traits which are not as a result weakness but an inner strength of deep contemplation, anticipation of the unknown and readiness/preparation to have the situation under control (Odukoya, 2019). In contrast, a leader, who is reactive, will most times be seen screaming, shouting and creating panic when things go wrong. Because proactive leaders always have a contingency plan to get around situations, they do not panic but allow a sense of extreme calmness in their approach. This makes them leaders of a very high stature, someone who is truly inspiring.

Proactive leaders invest their time and energy on things they can manage rather than reacting or worrying about what they cannot control (Greguras & Diefendorff, 2010). They handle problems using various means of human influence such as empathy, confrontation, example, and persuasion, however, they also understand and respect problems or issue in which they have no control, and endeavour to circumvent such problems (Campbell, (1990). This process is achieved by seeing a problem before they occur Richards and Hackett (2012)

and also influencing change instead of reacting externally to changes, sharing a compelling vision with the organization instead of pushing for results, they also focus on results of performance and still predicting problems before they occur, they practice and teach self-reliance instead of issuing instruction to subordinates.

Another chief characteristic, which proactive leaders possess is their action-oriented life (Francesco Cangiano, Sharon Parker & Gillian Yeo, 2018). They do not procrastinate, adjourn decisions or actions, they do not falter to do what is required to save the day and time, they proceed reluctantly, they try to avoid doing things, or delay doing things that need to be done. At the same time, they are not careless, reckless or impulsive (Walumbwa, Hartnell & Oke, 2010). However, they do something thoughtfully but quickly, bearing in mind all relevant reality; they are also decisive and prompt. Nnokam and Nwokocha (2019) opine that they have the skill-set to take prompt action, due to their understanding of power and using teams to solve problems. They develop the capabilities of their team members and lead them to take decisions on their own. They also give up control if delegation of duties yields the best outcome, in contrast, to many other leaders, who are either afraid or reluctant to delegate, and seek answers by themselves.

Principles and requirements for Proactive 360 Degree Leaders Practice

- ***Exceptionally lead yourself:*** People will not follow leaders who cannot adequately manage their own life. It is therefore imperative that prospective leaders to manage each and every aspect of their lives well if they want to become proactive leaders. In doing so, people will naturally follow your leadership hence; they draw inspiration from your life which is an evidence of success (Maxwell, 2005).
- ***Empathize with your leaders' burdens, visions and missions:*** Avoid being an additional burden to your leader but instead, be a person to lighten the burden of your leader by doing your assigned part first and then inquire if there is any other job you can do to make the work of your leader easier. When this is achieved, the leader develops trust and confidence in you and will share his inspirations from which you can draw and share your own inspirations thereby making you a proactive leader.
- ***Have willingness to do that which others will hesitate to do:*** Doing that which everybody can do cannot make you exceptional and hardly stand out (Zhang & Bartol, 2010). Prospective, exceptional and proactive leaders take up tasks which people will not be willing to do. This is what makes them to stand out. This ability helps to increase one's horizon even though failure is encountered sometimes, the lessons are learnt in time and the zenith attained. When this ability is developed one becomes invincible and sometimes idolized.
- ***Do more than manage, lead:*** It is vital to know the difference between management and leadership. Management focuses on processes but leadership focuses on individuals; management develops the business while a leader develops the people that will conduct and manage the business. This is why proactive leadership requires that you balance between processes and people. The proactive leader ensures to start developing people skills and trains them to ensure that they influence people higher, lower than those you are at the same level as. This influence is also targeted at the needs and aspirations customers and partners too.
- ***Invest in interpersonal relationships:*** The need to develop positive interpersonal relationships with other people that you work with needs no emphasis. Respect is key, thus, 'respect is reciprocal' (Anonymous, n.d.). This does not only apply to colleagues, customers and partners, but it also covers every other person outside the mentioned list. Cutting edge research and experience have showed that you have

challenges relating with your colleagues or bosses at work when there are no cohesions among interrelates.

- ***Be articulate and prompt:*** As proactive leaders, there are so much to do and much time cannot be spent doing one thing with so much waiting to be accomplished in a short time. If you want to get an audience with proactive leaders, be articulate, prompt and prepared (Axtell, Holman, Unsworth, Wall, Waterson & Harrington, 2000). This will require preparations before scheduling a meeting. There is nothing that is more exasperating than meeting an unprepared person
- ***Know when to push and when to hold back:*** Wisdom in leadership is essential and also a requirement. You need to be able to know the right time when you have to push a matter and the right time when to hold back. This will require that you have to be someone who has a discerning mind.
- ***Become a team and key player:*** You have to become a person who saves the day. Be someone that the organization can rely on to always deliver regardless of the circumstances (Ololube, 2017).
- ***Have passion for growth and personal development:*** Being growth oriented and finding ways to better self regularly are criteria for proactive leadership. This will mean that your work is always excellent and relevant every day.

Global Transformation

Global transformation is the progression of sustainable change in the economic, political, cultural, regional, national and global levels. The main concern for this process are the emergence of organizations among countries at the macro level by expanding connections of the countries in various fields, and also the development of adequate compromise which will coordinate the decisions for co-existence of developed, developing and least developed countries (Clarke & Hermens, 2001). According to Nwokocha (2019a), the main threat are structural changes in the conditions of globalization, which, according to the research and empirical world, could undermine the state and the national political situation because of the uncertainty of the "future" world (international) economy, leading to the unification of the existing diversity of national and ethnic identities. Every country have their unique economy, political sphere, infrastructure, natural resources, climatic features, long history and folk traditions. In this view, the current level of Socio-political, economic and socio-cultural development of these areas and their geographical position demand the increasing necessity for inter-regional, federal economic cooperation and the importance of going to the level of international cooperation (Collins, 2010). The priority of developmental trends are considered as internal and external investments to organizational economic development and the development of industrial production and infrastructure (engineering, transport and social), quality education and academic mobility, development of international relations, preservation of ethnic cultures as the basic values and stability of the multicultural world in the context of globalization, preserving the unique experience of practical environmental friendliness to the nature of unique natural complexities.

Current findings on leaders' proactivity

Despite the growing frequency of leadership transformations and their significant impact on group and organizational performance, little research has examined proactive leadership and global transformation in organizational policy management why and how teams develop identification with a new leader and/or their subsequent receptiveness to the new leader's change initiatives (Parker, Bindl, & Strauss, 2010). Drawing from the dissimilarity and

similarity, effects and the theoretical perspectives of leader identification, this study empirically tests a model in which leaders and their teams' proactive personalities foster group cohesion and leader identification, as well as the organizational teams' behavioural responses to the new leader's change programme. This response is strongest when the leaders' proactive personality is high which results to positive behavioural outcome (Balli, 2013).

A case in point is one of the challenges facing the industrialized world today is about climate change and environmental pollution. One leader Lee Kuan Yew of Singapore, as far back as the 1960s, before his country became industrialized, saw beforehand the need of envisioning a clean, industrialized city that would serve as a model around the world in the years to come, and he set out to building one. In 1963, he commenced a tree planting crusade and in 1968 set a goal for Singapore to become a model green city (Odukoya, 2019)

His leadership was marked by a succession of sustainable long term programs and policies that transformed into one of the most enviable model countries in the world. It is characterized by low levels of corruption, quality education and a clean environment. Lee designed this vision, anticipated problems and went to work. Vision without action is a daydream, action without vision is a nightmare (Anonymous, n.d). This is what proactive leadership is about, and Lee Kuan Yew demonstrated and accomplished it.

The truth is, in Nigeria, most of our challenges today can be tied to a lack of proactivity and lack of continuity in our leadership. If successive leadership in Nigeria since 1980 had been proactive, Nigeria will not be where we are today (Ololube, 2016). It is time for us not only to deal decisively with this issue, but to put plans, implement policies and structures to the later to prevent a negative reoccurrences.

The robust and complex nature of Nigeria's past provides enough room for those who lead today and those who aspire to lead tomorrow to live out proactive leadership for global transformation in organizational policy management (Burnette, Pollack & Hoyt, 2010). Uprisings of economic, social, religious and ethnic negative conditions are not new to us. Examples are the issues of corruption, bribery, examination malpractices, and intellectual drain, under-funding of the educational system just to mention few. We do not have to wait until these crises take an international scale before we act; we must develop plans and policies and implement them to prevent them from escalating even when they occur; that is proactivity. A system of proactive leadership will not only prevent these crises, but will accelerate and sustain development (Liden, Wayne, Zhao & Henderson, 2008).

Parker, Bindl and Strauss (2010) stated that today's leadership cannot afford to fail where its predecessors failed. Those who aspire to be leaders must also understand that leadership is a great responsibility and will not lend itself to leaders who will not be proactive leaders who will fit themselves and their teams for global transformation in organizational policy management. It is pertinent we conduct ourselves today and tomorrow to take the critical actions we need to take to stem the current crisis in Nigeria and to prevent future occurrences.

METHODS

Research Design

Correlational approach was adopted for this study as it tests for the relationships between two variables which will be empirically reported on proactive leadership and global transformation in organizational policy and management in Nigeria. This research design established the effect of one variable on the other might be and how that affects their

relationship. This correlational research design was used in order to explain noticeable occurrence in the variables under the theme of study.

Population

The population for this study comprised of Faculties from all the Universities in the South-South geo-political zone of Nigeria comprising six states.

Sample and Sampling Technique

The sample for this study comprised of 490 Faculty of higher institutions drawn from the population. It consisted of academic staff of three universities in the South-South geopolitical zone of Nigeria. The academic staff are lecturers within the ranks of Associate Professors, and senior lecturers. They include Deans, Directors and Heads of Departments. The data for the sample were collected through purposive sampling technique.

Demographic Data

The population for this study comprised of six states universities, one University each from Akwa Ibom State, Cross Rivers State, Bayelsa State, Rivers Sate, Delta State, and Edo State Higher Institutions of learning in the South-South part of Nigeria with a sum to six (6) institutions of higher learning.

Gender

247(50.4%) of respondents were male, while 243(49.6%) of respondents were female. See Figure 3.

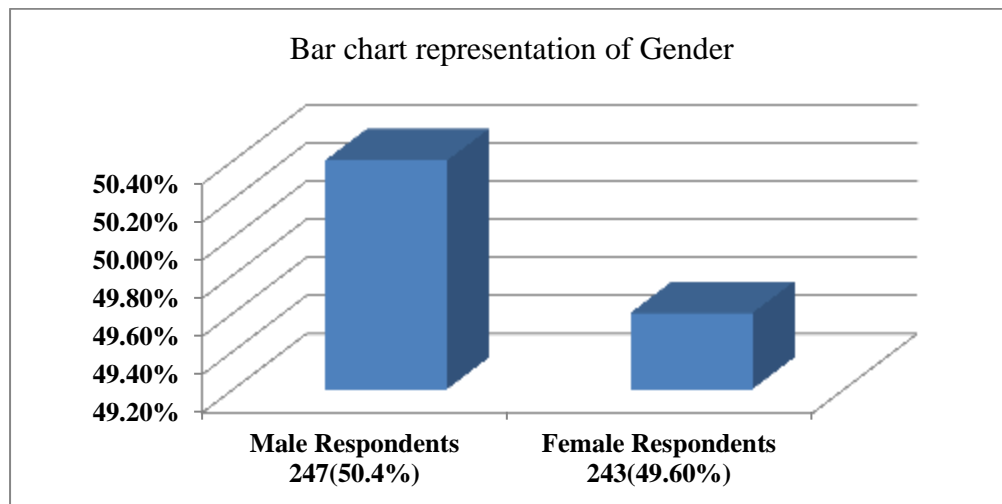


Figure 3: Bar chat representation of Gender.

Age

Information for age revealed that 275(56.1%) of respondents were aged between 30-50 years, while 215(43.9%) of respondents were aged 51 years and above. See Figure 4.

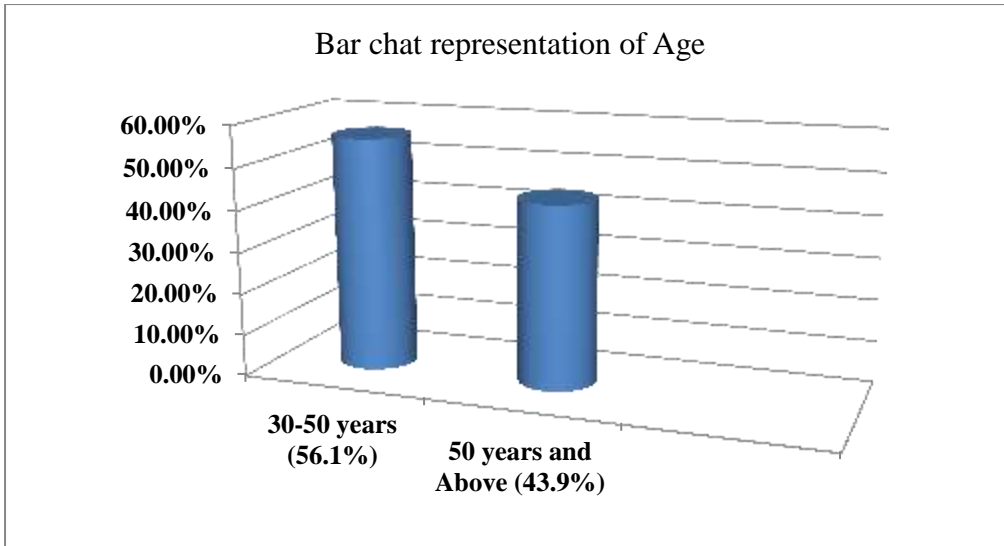


Figure 4: Bar chart representation of Age

Academic Qualifications

Data on academic qualification revealed that 366(74.7 %) hold a terminal degree (Ph.D), 99(20.2%) hold Master's Degree, while 25(5.1%) hold a Bachelor's degree. See Figure 5.

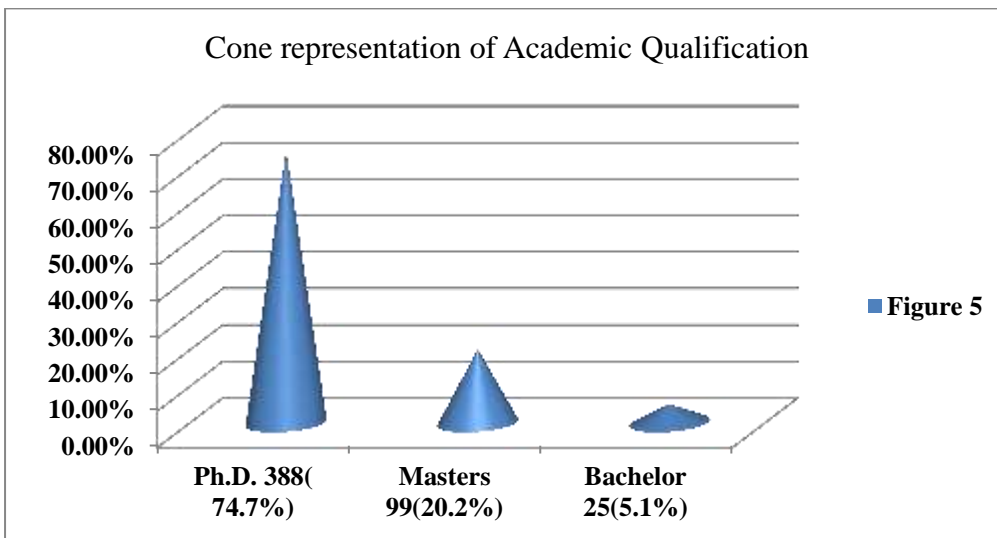


Figure 5: Cone representation of Academic Qualification

Length of Service

Information on respondents length of service depict that 127(25.9%) have worked between 1-10 years, 189(38.6%) have worked between 11-20 years, while 174(35.5%) have worked between 2 years and above. See Figure 5.

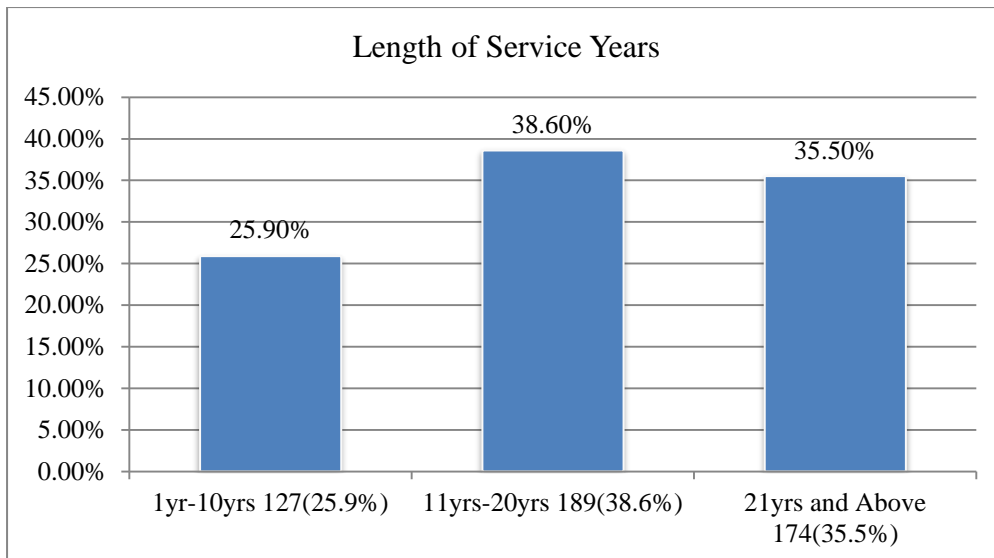


Figure 6: Doughnut representing Length of Service Years

Instrumentation

Lecturers (Faculty) responded to a self-structured questionnaire which employed four-point Likert-type scale christened Proactive Leadership and Global Transformation in Organizational Policy and Management (PLGTOPM). The following scale was used: highly associated=4, mildly associated=3; mildly disassociated=2, highly disassociated=1. This questionnaire was intended to investigate the association between foundational qualities of proactive leadership and global transformation in organizational policy management, association between foundational control of proactive leadership and global transformation in organizational policy and management, association between foundational administration of proactive leadership and global transformation in organizational policy and management, association between foundational effectiveness of proactive leadership and global transformation in organizational policy and management, association between foundational integrity of proactive leadership and global transformation in organizational policy and management, association between foundational competence of proactive leadership and global transformation in organizational policy and management, association between foundational accountability of proactive leadership and global transformation in organizational policy and management, association between foundational influence of proactive leadership and global transformation in organizational policy and management. The instrument consisted of a total of 40 items (5 items for each research question). The used was considered approximately of equal “association value” to which respondents responded with degree of association which implied the intensity. Section “A” of the questionnaire described respondents’ demographic data which included gender, age, academic qualification, and length of service. The section “B” comprised of variables of foundational proactive leadership and global transformation in organizational policy and management under study.

Validity

The validity of the instrument was determined by some experts from the department of measurement and evaluation and educational statistics lecturers in educational management in Ignatius Ajuru University of Education, Port Harcourt, Rivers State. They required a critical study of the items in order to elicit appropriate corrections with relevance to the and

adequacy of the items. Their corrections and suggestions were effected and used to create the final draft of the questionnaire.

Reliability

In order to ensure the reliability of the instrument used in this study, the instrument was 30 persons outside the sample size. The reliability of the items in the questionnaire comprising dimensions of proactive leadership and global transformation in organizational policy and management and how they are associated or not associated to ensure that the items collectively measure what the intend to measure. Furthermore, the internal consistency was examined using Cronbach Alpha Coefficient which range from .789 and .800 for all items. The instrument was therefore, credible enough by itself to be reliable.

Methods of Data Analysis

The statistical analysis used in this study was carried out using Statistical Package for Social Sciences (SPSS) version 23. One-way-analysis of variance (ANOVA) was used to measure the items in against other variables.

The mean squares were used to determine the acceptance or rejection of the rated items. In order to make the decisions from the results obtained, the mean responses were computed on the basis of four point Likert scale of the instrument (a questionnaire). From the above computation, any mean scores that is more than 2.50 indicates that the null hypothesis will be rejected, while the mean scores that are less than 2.50 will be accepted. Thus, the ANOVA analysis was set at p. <.05 significance level.

RESULTS

Hypothesis One: Foundational qualities of Proactive Leadership and Global Transformation in Organizational Policy Management in Nigeria.

Hypothesis one states “There is no significant association between foundational qualities of Proactive Leadership and Global Transformation in Organizational Policy Management in Nigeria”. The essence of this hypothesis was to test the association between foundational qualities of proactive leadership and global transformation in organizational policy management in Nigeria. A One-Way Analysis of Variance set at p. < .05 significance level was employed in the analysis. The independent variable was gender and the data obtained was computed and the results in Table 1 (F = 232.875 with a p-value .000), showed significant association exist in the respondents’ opinions between foundational qualities of proactive leadership and global transformation in organizational policy management in Nigeria. Hence, the null hypothesis is rejected. See table 1.

Table 1: One-Way Analysis of Variance for Hypothesis One

		Sum of Squares	df	Mean Square	F	Sig.
Foundational qualities of Proactive Leadership and OPM	Between Groups	99.311	1	99.311	232.875	.000
	Within Groups	208.110	488	.426		
	Total	307.420	489			

Hypothesis Two: Foundational control of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis two states “There is no significant association between foundational control of proactive leadership and global transformation in organizational policy and management in Nigeria”. The essence of this hypothesis was to test the association between foundational control of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level was employed for the analysis. The independent variable was gender and the data obtained was computed and the items and the results ($F = 29.576$, with a p -value $.000$ simultaneously); showed that significant association exist in the respondents’ opinions between foundational control of proactive leadership and global transformation in organizational policy and management in Nigeria. See table 2.

Table 2: One-Way Analysis of Variance for Hypothesis Two

		Sum of Squares	df	Mean Square	F	Sig.
Foundational control of proactive leadership and OPM	Between Groups	18.491	1	18.491	29.576	.000
	Within Groups	305.101	488	.625		
	Total	323.592	489			

Hypothesis Three: Foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis three states “There is no significant association between foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria”. The essence of this hypothesis was to test the association between foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level was employed for the analysis. The independent variable was gender and the data obtained was computed ($F = 35.895$ with a p -value $.000$). The showed that association exists’ between foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria. Thus, the null hypothesis was rejected. See table 3.

Table 3: One-Way Analysis of Variance for Hypothesis Three

		Sum of Squares	df	Mean Square	F	Sig.
Foundational administration of proactive leadership and OPM	Between Groups	41.507	1	41.507	35.895	.000
	Within Groups	564.291	488	1.156		
	Total	605.798	489			

Hypothesis Four: Foundational effectiveness of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis four states “There is no significant association between foundational effectiveness of proactive leadership and global transformation in organizational policy and management in Nigeria”. The essence of this hypothesis was to test the association between foundational effectiveness of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance

level. The independent variable was gender and the data obtained was computed ($F = 33.973$ with a p-value .000). Showed that association exists in items Thus, the null hypothesis four was rejected. See table 4.

Table 4: One-Way Analysis of Variance for Hypothesis Four

		Sum of Squares	df	Mean Square	F	Sig.
Foundational effectiveness of proactive leadership and OPM	Between Groups	19.200	1	19.200	33.973	.000
	Within Groups	275.798	488	.565		
	Total	294.998	489			

Hypothesis Five: Foundational integrity of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis five states “There is no significant association between foundational integrity of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria”. The essence of this hypothesis was to test the association between foundational integrity of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level was employed. The independent variable was gender and the data obtained was computed and the result ($F = 66.406$ with a p-value .000) showed significant association. Thus, the null hypothesis was rejected. See table 5.

Table 5: One-Way Analysis of Variance for Hypothesis Five

		Sum of Squares	df	Mean Square	F	Sig.
Foundational integrity of proactive leadership and OPM	Between Groups	45.180	1	45.180	66.406	.000
	Within Groups	332.012	488	.680		
	Total	377.192	489			

Hypothesis Six: Foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis six states “There is no significant association between foundational competence of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria”. The essence of this hypothesis was to test the association between foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level. The independent variable was gender and the data obtained was computed and the result ($F = 232.875$ with a p-value .000) showed that association exist between foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria. Thus, the null hypothesis six was rejected. See table 6.

Table 6: One-Way Analysis of Variance for Hypothesis Six

		Sum of Squares	df	Mean Square	F	Sig.
Foundational competence of proactive leadership and OPM	Between Groups	99.311	1	99.311	232.875	.000
	Within Groups	208.110	488	.426		
	Total	307.420	489			

Hypothesis seven: Foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis seven states “There is no significant association between foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria”. The essence of this hypothesis was to test the association between foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level. The independent variable was gender and the data obtained was computed and the result ($F = .875$ with a p -value $.152$) showed that no significant association between foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria. Thus, null hypothesis seven was accepted. See table 7.

Table 7: One-Way Analysis of Variance for Hypothesis Seven

		Sum of Squares	df	Mean Square	F	Sig.
Foundational accountability of proactive leadership and OPM	Between Groups	99.311	1	.311	.875	.152
	Within Groups	208.110	488	.426		
	Total	307.420	489			

Hypothesis Eight: Foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria.

Hypothesis eight states “There is no significant association between foundational influence of Proactive Leadership and Global Transformation in Organizational Policy and Management in Nigeria”. The essence of this hypothesis was to test the association between foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria. A One-Way Analysis of Variance set at $p < .05$ significance level. The independent variable was gender and the data obtained was computed and the result ($F = 232.121$ with a p -value $.000$) showed that significant association exist between foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria. Thus, the null hypothesis for items 36, 37, 38, 39 and 40 were rejected.

Table 3: One-Way Analysis of Variance for Hypothesis Eight

		Sum of Squares	df	Mean Square	F	Sig.
Foundational influence of proactive leadership and OPM	Between Groups	99.311	1	99.326	232.121	.000
	Within Groups	208.110	488	.428		
	Total	307.420	489			

DISCUSSION

Foundational qualities of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The purpose of this research question was to determine foundational qualities of proactive leadership and global transformation in organizational policy and management in Nigeria. This was verified by research question one, ‘How do the foundational qualities of proactive

leadership and global transformation shape organizational policy and management in Nigeria?’ The above was tested with hypothesis one, ‘there is no significant association between foundational qualities of proactive leadership and global transformation in organizational policy management in Nigeria’. The result in Table 1 revealed high association between foundational qualities of proactive leadership and global transformation in organizational policy and management in Nigeria. This agrees with Collins (cf., 2010) who stated that to rightly shape organizational policies and organizational management, leadership qualities like proactive leadership style and intrinsic worth or worthiness are qualities of leadership needed in this 21st century. This is reiterated by Parker, Bindl and Strauss (cf., 2010) who stated that today’s leadership cannot afford to fail where its predecessors failed. Those who aspire to be leaders must also understand that leadership is a great responsibility and will not lend itself to leaders who will not be proactive leaders who will fit themselves and their teams for global transformation in organizational policy management. Ololube (cf., 2016) affirms this as truth in the Nigeria situation when he stated that most of our challenges today can be tied to a lack of proactivity and lack of continuity in our leadership. If successive leadership in Nigeria since 1980 had been proactive, Nigeria will not be where we are today

Foundational control of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The rationale of this research question was to determine foundational control of proactive leadership and global transformation in organizational policy and management in Nigeria. This was authenticated by research question two, ‘How does foundational control of proactive leadership and global transformation shape organizational policy and management in Nigeria?’ This was tested with hypothesis two, ‘There is no significant association between foundational control of proactive leadership and global transformation in organizational policy and management in Nigeria’. The results showed significance levels of association between foundational control of proactive leadership and global transformation shape organizational policy and management in Nigeria. In support of this, Nwokocha (cf., 2019a), asserts that the robust and complex nature of Nigeria’s past provides enough room for those who lead today and those who aspire to lead tomorrow to live out proactive leadership for global transformation in organizational policy management. This is authenticated by Odukoya (cf., 2019) who asserts that leadership is the ability to persuade others to drive established goals with enthusiasm. It is the human feature that binds a group and inspires it towards achievement of its purpose. This is in contrast with a classic study on leadership style conducted by Okai (cf., 2019), which examined the leadership styles of leaders. He highlighted a threefold typology which includes authoritarian type of leadership. The study revealed that authoritarian leaders form a dependence on themselves leaders, their presence control the group and no work is done their absence.

Foundational administration of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The justification of this research question was to determine foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria. This was confirmed by research question three, ‘How does foundational administration of proactive leadership and global transformation shape organizational policy and management in Nigeria?’ The above was validated with hypothesis three, ‘There is no

significant association between foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria'. The results show significance levels of associations between foundational administration of proactive leadership and global transformation in organizational policy and management in Nigeria. Gold Haber (cf., 1993) affirms the above result by stating that leadership is a process in which an administration will direct, guide and influence the behaviour and work of others towards accomplishment of specific goals in given situations. He further states that leadership is the ability of a manager to induce the subordinates to do their jobs confidently and with zeal. In support of this fact, Nnokam and Nwokocho (cf., 2019) opine leaders are to have the skill-set to take prompt action, due to their understanding of power and using teams to solve problems. Hence, as a proactive leader, a set skill of affective, psychomotor, and locomotive skills are essential for proactive leadership. In contrast, Crant (cf., 2000), opines that leadership deals with changes whereas management is deals with quality. It is worthy of note that some have the ability to become managers but not proactive leaders

Foundational effectiveness of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The basis of this research question was to determine foundational effectiveness of proactive leadership and global transformation in organizational policy and management in Nigeria. This was corroborated with research question four, 'How does foundational effectiveness of proactive leadership and global transformation shape organizational policy and management in Nigeria?' and affirmed by hypothesis four, 'There is no significant association between foundational effectiveness of proactive leadership and global transformation in organizational policy and management in Nigeria. The results showed significant levels of associations between foundational effectiveness of proactive leadership and global transformation in organizational policy and management in Nigeria. Ololube (cf., 2018b) opined that emotions are a robust incentive or, in some cases, a de-motivator hence, we are social creatures and wants interactions. Thus, to achieve effectiveness of leadership, communication is a tool with which a leader uses to drive home the things subordinates need to do. In contrast, Ololube (cf., 2017) stated that current condition of socio-political, socio-economic and socio-cultural state of societies poses a threat to leadership effectiveness. Thus, leaders are needed to develop future visions, and also motivate the members to realize the organizational set goals.

Foundational integrity of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The underlying principle for this research question was to determine foundational integrity of proactive leadership and global transformation in organizational policy and management in Nigeria. This was validated with research question five, 'How does foundational integrity of proactive leadership and global transformation shape organizational policy and management in Nigeria?' Hypothesis five, 'There is no significant association between foundational integrity of proactive leadership and global transformation in organizational policy and management in Nigeria was used for analysis. The results showed significant levels association between foundational integrity of proactive leadership and global transformation in organizational policy and management in Nigeria. Maxwell (cf., 2005) states that integrity is an essential tool for the development proactive leadership virtues. He further opines that, in doing so, people will naturally follow your leadership hence; they draw

inspiration from your life which is an evidence of success. In contrast, the society is saturated with poor leadership that are characterized by their lack of ability to provide adequate and appropriate direction for a global transformation in organizational policy and management, which stems from their own lack of vision, lack of integrity and mission to meet the ever changing and dynamic needs of organizations and society at large (Maysless, 2010)

Foundational competence of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The objective for this research question was to determine foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria. This was substantiated with research question six, ‘How does foundational competence of proactive leadership and global transformation shape organizational policy and management in Nigeria?’ and further tested with hypothesis six, ‘There is no significant association between foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria. The results showed significant levels of association between foundational competence of proactive leadership and global transformation in organizational policy and management in Nigeria. According to De Vos, De Clippeleer and Dewilde (cf., 2009), the key characteristic of proactive leaders have is that they are always expecting something to happen and for that reason, they are always prepared to provide counter measure. A proactive leader will not give an excuse of not expecting a certain situation. They work predictably to measure from first instance with calculated forecast based on their knowledge, experience and most importantly, contemporary issues surrounding them. Their ability to critically analyze appropriately sets them apart from the rest (Fuller & Marler, 2009). In contrast, it is not just all about competence, proactive leadership will strive to strike a balance between both task and people for the achievement of success (Parker, Bindl & Strauss, 2010).

Foundational accountability of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The justification for this research question was to determine foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria. This was supported with research question seven, ‘How does accountability of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria?’ The above was validated with hypothesis seven, ‘There is no significant association between foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria’. The results showed significant levels of association between foundational accountability of proactive leadership and global transformation in organizational policy and management in Nigeria. The not-for-profit organization pretends to be value-driven which includes accountability but, having become huge and high influence attracts its share of ego-driven, authoritarian-minded managers (Liden, Wayne, Liao & Meuser, 2014). They further assert that networks, coalitions and people movements are often undermined by interpersonal rivalries. In many places where people need and would anticipate principled and inspiring leadership, we find people whose exceptional qualities seem to be power acquisition, promotion of self and faking values and results. Thus, they fail to lead or become bad, unaccountable leaders. In contrast, Gagné, Forest, Gilbert, Aubé, Morin and Malorni (cf., 2010) opined that while there may be unaccountable and unreliable leaders, we could still find motivating and

inspiring leaders whose virtues includes energizing, empowering others, satisfying unmet needs.

Foundational influence of proactive leadership and global transformation shape organizational policy and management (OPM) in Nigeria

The purpose of this research question was to determine foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria. This was validated with research question eight, ‘How does foundational influence of proactive leadership and global transformation shape organizational policy and management in Nigeria?’ and further tested with hypothesis eight, ‘There is no significant association between foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria’. The results showed association between foundational influence of proactive leadership and global transformation in organizational policy and management in Nigeria. In support of the above result, Ololube (cf., 2018) states that leadership that the ability to persuade others to drive established goals with enthusiasm. Accordingly, Nwokocha (cf., 2019b), proactive leaders will always focus on scheduling work and working around priorities. Furthermore, Francesco Cangiano, Sharon, Parker and Gillian, Yeo (cf., 2018c) opined that another chief characteristic in which proactive leaders possess is their action-oriented life.

CONCLUSION

In closing, proactive leadership is not some magic formula for success, however, when adapted to leadership forms and types will provide and guarantee an effective, efficient and successful leader. There has been a lot of thinking, theorizing, and writing about leadership, however, this study has provided a cutting edge and universal leadership style. The researchers are convinced that what constitutes effective leadership is abundantly evident in proactive leadership and this has brought clarity to what it takes to lead effectively.

Recommendations

From this study, the following recommendations were made:

- Proactive leaders should adhere to procedures and policies: Proactive leaders are essentially good followers, thus, they understand that they are accountable for the people and they know it is not a good act alone when in a group, keep their work priorities aligned with the organization’s goal and have an appropriate sense of self-importance. Proactive leaders must themselves place value along with the necessity of following procedures and adhering to established policies.
- A proactive leader takes risks: Sometimes, it is clear that to be a proactive leader, it is necessary for to step outside the box, to be innovative. But for peaceful coexistence, proactive leaders must be flexible enough to know when it is time to try a new procedure and implement a new policy. For many, taking a risk is frightening, but taking risk behavior can be invaluable, especially when it will be benefiting for the entire organization (Shapiro, 2005).
- Proactive leadership should expect conflict: Conflict among organizational members is natural, inevitable, and constant factor of human interaction. An effective and efficient proactive leader should expect conflict and a manageable, productive manner.

- Tell the truth, but with compassion: To some extent, conflicts occur because people are not able to differentiate between task-related conflict issues and their personal interest in a given organizational situation. The importance of truthfulness in leadership cannot be overemphasized. Yet, at the same time the proactive leader must compassionately tell the truth (e.g., about a faculty member's job performance, etc.) but with kindness and empathy.
- The proactive leader should regularly examine attitude: Dyer, and Dyer (2014), contend that 'Attitude is everything', thus, proactive leadership begins with a correct mindset. That mind-set is founded upon an individual's mindset to lead and to serve others. A proactive leader desires the opportunity to step up to be involved in directing and controlling not only his or her personal actions, but the actions of those being led for maximum achievement of personal and organizational goals. This leadership attitude stems from a reasoned choice with a conscious choice to take on a role with all its rights and responsibilities. In the line of natural chaos and interpersonal relationship, proactive leaders are able to demonstrate a particular purpose.
- Proactive leaders must be good listeners: Communication plays a fundamental role in the achievement of organizational goals. Thus, communication is a two-way process. Effective communication requires proactive leaders capable of effective listening. This includes ability to listen to self (strong instincts) and the ability listen to others (members and non-members of the organization alike). Ineffective listening undermines people's self-esteem, self-confidence, and creativity.

FUTURE RESEARCH DIRECTION

This study has put forward a new dimension on how we perceive leadership. Proactive leadership and global transformation in organizational policy and management has proved to be highly needed to achieve success in organizations, management and in a global level, thus, the adoption of proactive leadership has become pertinent in 21st century. This study therefore directs research on specific ways different types of organization can adapt proactive form of leadership to advance the course of individual organization according to their needs.

REFERENCES

- Akdemir, A. K., Demirkaya, G., Noyan, H., Demir, A., Ağ, B., Pehlivan, C., Özdemir, Ç., Akduman, E., Eregez, G, Öztürk, H., Ilksen, E., & Balci, O. (2013). The investigation of relationship between organizational an investigation of expectations of career perception and change, and leadership style of generation y. *Journal of Economics and Management Research*, 2(3), 11-41.
- Axtell, C. M., Holman, D. J., Unsworth, K. L., Wall, T. D., Waterson, P. E., & Harrington, E. (2000). Shop floor innovation: Facilitating the suggestion and implementation of ideas. *Journal of occupational and organizational psychology*, 73, 265-285.
- Balli, E. (2013). The effects of personality traits on being perceived as a leader: An empirical study in a private security officer sample. Anadolu University. *Journal of Social Sciences*, 13(3), 85-94.
- Bindl, U. K., & Parker, S. K. (2009). *Investigating self-regulatory elements of proactivity at work*. Working paper, Sheffield: institute of work psychology, university of Sheffield.
- Bindl, U. K., & Parker, S. K. (2009). Phases of Proactivity: How do we actually go the extra mile? In: Frese M. & Parker S. K. (Eds.), *Proactivity/personal initiative: untangling*

- the concept*. Invited symposium at the European congress of work and organizational psychology, Santiago de Compostela, Spain.
- Bindl, U. K., & Parker, S. K. (2010). Proactive work behaviour: Forward-thinking and change-oriented action in organizations. In S. Zedeck (Ed.), *American Psychological Association handbook of industrial and organizational psychology*. Washington, Dc: American Psychological Association.
- Bledow, R., & Frese, M. (2009). A situational judgment test of personal initiative and its relationship to performance. *Personnel Psychology*, 62, 229–258.
- Botero, I. C., & Dyne, L. V. (2009). Employee voice behavior interactive effects of LMX and power distance in the United States and Colombia. *Management Communication Quarterly*, 23, 84-104.
- Bracey, H., Rosenblum, J., Sanford, A., & Trueblood, R. (1990). *Managing from the heart*. Heart enterprises Atlanta.
- Burnette, J. L., Pollack, J. M., & Hoyt, C. L. (2010). Individual differences in implicit theories of leadership ability and self - efficacy: Predicting responses to stereotype threat. *Journal of Leadership Studies*, 3(4), 46-56.
- Campbell, J.P. (1990). Modelling the performance prediction problem in industrial and organizational psychology. In M. D. Dummett & I. M. Hough (Eds.), *Handbook of industrial and Organizational Psychology*, 687-732
- Carmeli, A., Reiter-palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: the mediating role of psychological safety. *Creativity Research Journal*, 22, 250-260.
- Clarke, T. & Hermens, A. (2001). Corporate developments and strategic alliances in e-learning. *Education & Training*, 43(4/5).
- Collins, C. G. (2010). Taking Stock: Integrating and differentiating multiple proactive behaviors. *Journal of Management*, 36, 633-662.
- Covey, S.R. (1989). *The 7 Habits of highly effective people: powerful lessons in personal change*. New York: Simon & Shuster.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26(3), 435-462.
- De vos, A., De Clippeler, I., & Dewilde, T. (2009). Proactive career behaviours and careersuccess during the early career. *Journal of Occupational and Organizational Psychology*, 82, 761–777.
- Dyer, S. J. & Dyer, W. W. (2014). *Don't Die with Your Music Still in You: My Experience Growing Up with Spiritual Parents*. Hay House, Inc. Carlifornia
- Francesco Cangiano, Sharon K. Parker & Gillian B. Yeo, (2018). Does daily proactivity affect well-being? The moderating role of punitive supervision, *Journal of Organizational Behavior*, 40, 1, (59-72),
- Fuller, J. B., & Marler, L. E. (2009). Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*, 75, 329-345
- Gagné, M., Forest, J., Gilbert, M., Aubé, C., Morin, E., & Malorni, A. (2010). The motivation at work scale: validation evidence in two languages. *Educational and Psychological Measurement*, 70, 628-646.
- Goerdel, H. T. (2006). Taking Initiative: Proactive management and organizational performance in networked environments. *Journal of Public Administration Research and Theory* 16, 351–367.
- Goldhaber, G.M. (1993). *Organizational communication*. (6th Ed.). Boston: Mcgraw-hill.
- Greguras, G. J., & Diefendorff, J. M. (2010). Why does proactive personality predict employee life satisfaction and behaviors? A field investigation of the mediating role of the self-concordance model. *Personnel psychology*, 63, 539-560.

- <https://www.premiumtimesng.com/news/157730-proactive-leadership.html>
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: influence on individual and unit performance. *Academy of Management Journal*, 57, 1434-1452.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *Leadership Quarterly*, 19, 161-177.
- Maxwell, J. C. (2005). *The 360 degrees leader: developing your influence from anywhere in the organization*. Nashville, Tennessee: Thomas Nelson.
- Mayseless, O. (2010). Attachment and the leader-follower relationship. *Journal of Social and Personal Relationships*, 27, 271-280.
- Mayseless, O., & Popper, M. (2007). Reliance on leaders and social institutions: an attachment. *Perspective Attachment and Human Development*, 9, 73-93.
- Nnokam N. C. P., & Nwokocha J. (2019). Employer's perception of distance education graduates. A survey of organizations in Ogba Egbema Ndoni Local Government of Rivers State. Manuscript submitted for publication.
- Nwokocha J. (2019a). Neo-Liberalization of Higher Education: Impact on Institutional Leadership, Policy and Management of Higher Education in Nigeria. Manuscript submitted for publication.
- Nwokocha J. (2019b). Aspects of Intelligence and their roles in higher education. Manuscript submitted for publication. Manuscript submitted for publication.
- O'Reilly, M. R. (1998). *Radical Presence: Teaching as a contemplative practice*. Portsmouth, NH: Boynton/Cook.
- Odukoya, T. (2019). Proactive Leadership. Retrieved from <https://www.premiumtimesng.com/news/157730-proactive-leadership.html>.
- Okai, N. O. (2019). Leadership in a Formal Organization. In N. P. Ololube (Ed), *Encyclopedia of Institutional Leadership, Policy, and Management* (pp. 752-769). Port Harcourt: Pearl Publishers.
- Ololube, N. P. (2018b). Leadership use of Strategic Planning as a Tool for Successful Education Management. In N. P. Ololube (Ed), *Handbook of Research on Education planning and policy Analysis* (pp. 201-224). Port-Harcourt: Pearl Publishers.
- Ololube, N. P. (2018c). Does Core Qualities of Principal leaders Regulate Educational Leadership and Management? In N.P. Ololube (Ed), *Encyclopedia of Institutional Leadership, Policy, and Management*. Port Harcourt: Pearl Publishers.
- Ololube, N. P. (2018a). Education Law, Institutional Leadership and Management: Staff Personnel Promotion in Tertiary Education in Nigeria. In N. P. Ololube (Ed.), *Encyclopedia of Institutional leadership, policy and Management* (pp. 344-368). Port-Harcourt: Pearl Publishers.
- Ololube, N. P., Elechi, S. K., & Uriah, O. A. (2018). Educational Leadership and Management (ELM): Institutional Leaders Value Functions and Effective Management of Universities. In N. P. Ololube (Ed.) *Encyclopaedia of Institutional leadership, policy and Management* (pp. 111-133). Port-Harcourt: Pearl Publishers.
- Ololube, N. P. (2016). Education Fund Misappropriation and Mismanagement and the Provision of Quality Higher Education in Nigeria. *International Journal of Scientific Research in Education*, 9(4), 333-349.
- Ololube, N. P. (2017). Is the Character of Institutional Leadership Central to the Quality of Higher Education (HE) Management? *International Journal of Strategic Decision Sciences*, 8(1), 46-64.
- Ololube, N. P. (2006). Appraising the relationship between ICT usage and integration and standard of teacher education programs in a developing economy. *International*

- Journal of Education and Development Using Information and Technology*, 2(3), 70-85.
- Ololube, N. P. (2013). *Educational Management, Planning and Supervision: model for effective implementation*. Owerri: Springfield Publishers.
- Ololube, N. P. (2018). Leadership use of scenarios and alternatives in policy Analysis in Nigerian Educational System. In N. P. Ololube (Ed.), *Handbook of Research on Educational Planning and Policy Analysis*. Port Harcourt, Nigeria: Pearl Publishers.
- Ololube, N. P., Ingiabuna, E. T., Dudafa, U. G. (2018). Effective Decision Making For Knowledge Development in Higher Education: A Case Study of Nigeria. In N. Baporikar (Ed.), *Global Practices in Knowledge Management for Societal and Organizational Development* (pp. 382-399). Hershey, PA: Information Science Reference
- Parker, S. K., Bindl, U. K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36, 827-856.
- Parker, S. K., Bindl, U., & Strauss, K. (2010). Proactivity in the workplace: Advances, synthesis and future directions. *Journal of Management*, 36, 827–856.
- Parker, W., & Sharon K. (2017). The Role of leader support in facilitating proactive work behaviour: a perspective from attachment theory. *Journal of Management*, 43(4). 1025-1049.
- Richards, D. A., & Hackett, R. D. (2012). Attachment and emotion regulation: Compensatory interactions and leader–member exchange. *Leadership Quarterly*, 23, 686–701.
- Shapiro, P. (2005). Too many leaders?...Or do we use the term “leader” too freely? *News & Tools Leadership*, 1(2), 131-142.
- Shondrick, S. J., & Lord, R. G. (2010). Implicit leadership and followership theories: Dynamic structures for leadership perceptions, memory, and leader–follower processes. In G. P. Hodgkinson & J. K. Ford (Eds.), *International review of industrial and Organizational Psychology*, 3, 1–33.
- Udu, D.A. (2018). Innovation practices in science education: Panacea for improving secondary school student’s academic achievements in science subjects. *Nigeria Global Journal of Educational Research*, 17, 23-30.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal of Applied Psychology*, 95, 517-529.
- Wergin, J.F. (2007) (Ed.). *Leadership in place: how academic professionals can find their leadership voice*. Boston: Anker.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53, 107-128.

KEY TERMS AND DEFINITIONS

Proactive Leadership: Proactive leaders are those who think two steps ahead with everything they do. They consciously make an effort to engage with employees and team members, take an interest in what they do, and provide constructive feedback to help them improve in their role.

Global Transformation: Global transformations are a process of real change in the economic, political and cultural organization at the regional, national and global levels.

Organizational Policy: Organizational policy is a set of guidelines and best practices put in place to protect the organizational. In general, organizational policies define what is or is not permitted within the organization. By doing this, they establish expectations and limitations related to behaviour.

Management: Management can be defined as the process of administering and controlling the affairs of the organization, irrespective of its nature, type, structure and size.