Leadership Selection: Deliberate Selection Vs Democratic Election

Elisha Saleh Akwai

ABSTRACT
Leadership is vital to the growth of any organization. The growing interest in organizational leadership in both recent and past studies stresses the importance of leadership in an organization. However, despite the increased interest in organizational leadership and with the development of several leadership practices, leadership remains a major problem in most organizations. Furthermore, studies on organizational leadership have majorly focused on leadership styles on employees and organizational performance, with little or no research in how organizational leadership is elected or recruited. It was therefore against this background that this explores the leadership selection practices of organizations. The study adopted an integrative literature review in exploring both theoretical and empirical literature on the subject matter. The information gathered was analyzed thematically. The study findings revealed that, in recruiting leaders, organizations adopt referral, social networking, collaboration with professional bodies to identify and recruit people to occupy leadership positions. The study also explored why it is necessary to adopt democratic leadership selection process in an organizational context. It was found that, the adoption of democratized leadership selection practice results in the minimization of discrimination, greater employee participation in the leadership selection process, and improved organizational image. Based on the study findings, it was recommended that organizations adopt a democratic leadership selection process in other to enjoy the benefits attributed to the method.
Keywords: Leadership, Leadership selection, Democratic selection

I.   INTRODUCTION
The ability to identify and select effective leaders is one of the most critical success factors for any organization(Carnes, Houghton, and Ellison, 2015). In contrast to other selection processes, leadership selection affects both the leader and all of his or her subordinates' performances(McEntire and Greene-Shortridge, 2011). Even though individual performance is affected by other processes of selection, the selection of a leader influences both the performance of the leaders and that of followers as well. Thus, errors made during the selection of a leader have an exponential effect on the number of people influenced by such a leader(McEntire and Greene-Shortridge, 2011). Consequently, when evaluating candidates for leadership positions, it is critical to identify those who are most capable of leading and influencing others.

There has been a lot of studies done on leadership in general, but very little research has been done on how organizations select their leaders. Thus, there is a lack of research in this area in the general literature, which focuses on factors like organizational citizenship and task performance, but not on the selection of a leader.

Surprisingly, so little attention has been paid to figuring out how companies go about selecting their top leaders in the first place, given how critical it is. In a notable exception, (Bratton, 2020) provides an extensive review of best practices for leader selection in organizations by examining the objectives of selection, current selection techniques and their effectiveness, and how specific selection techniques can be combined into an effective overall selection system. There are some general concepts drawn from selection theory and research in Bratton (2020) chapter, but specifics on leader selection are provided when possible. A thorough examination of leadership selection best practices is provided by Bratton (2020), but it does not examine potential biases in rating decisions.

Today's leaders are no less important than they were in previous years, and some organizational researchers argue that they are even more important today because of the increased competition among organizations due to market and economic difficulties. According to Howard (2001), an innovative organizational leader can

have a significant impact on the success of an organization. Therefore, it is possible for leaders who are innovative to have a significant impact on many areas of the organization by igniting the imaginations of others and initiating new ideas that will propel the organization forward. Human resources (HR) professionals have a significant responsibility to recruit and select these individuals, and the HR team's ability to achieve this goal can have a substantial effect on the performance and motivation of other members of the organization.

1.2 Statement of the Problem

In today's economic climate, it can be especially difficult to find and hire effective leaders. As a matter of fact, (Carnes, Houghton, and Ellison, 2015) contend that nearly any type of leader can emerge and be perceived as successful when the economy is doing well. In reality, innovative and effective organizational leaders are hard to come by and finding one who is a good fit for an organization can take a long time and cost a lot of money. Also, a growing body of evidence suggests that an organization's success in product and technology innovation can be predicted by the sophistication of its human resource (HR) management practices for recruiting and selecting leaders (McEntire and Greene-Shortridge, 2011; Hovden, 2000; Gipson et al., 2017). Thus, it is necessary to investigate the leadership selection practices of organizations.

1.3 Objectives of the Study

The objective of this paper is to explore theleadership selection practices of organizations. Specifically, thestudy reviews several strategies related to the recruitmentof leaders in organizations as well the reason for the democratization of organizational leadership selection.

II.   LITERATURE REVIEW
2.1 Leadership Election

The goal of the leadership selection process used by an organization is to ensure that all qualified candidates for key leadership positions are considered, screened, and selected in a manner that is both honourable and effective (Gipson et al., 2017). In this model, it is assumed that internal candidates are the primary focus, but it can be adapted to include external candidates as well an election for organizational leadership is an event held in many organizations where employeesselect who will lead their organization. As a general rule, each organization is free to set its own rules

regarding how and when it conducts a leadership election(Ishimaru and Galloway, 2014).

2.2 Democratic Election

Kirkpatrick (2018)states that democratic elections go beyond just being symbolic. To him, democratic elections are competitive, periodic, inclusive, and definitive elections where citizens select the principal decision-makers in a government. adopting Kirkpatrick's definition of a democratic election in an organizational context implies that organizational leadership should be selected by the employees and other stakeholders collectively.

The definition of democratic election by Kirkpatrick has some vital terms that need to be clarified. Firstly, a democratic election being competitive implies that competing candidates and parties must enjoy their rights and other benefits equally. The party in power may enjoy the advantages of incumbency, but the rules and conduct of the election contest must be fair. Secondly, the democratic election being periodic implies that the selection process should be done periodically as the democratic leadership selection process does not imply the selection of a lifetime leader. Thirdly, the democratic election being inclusive implies that matured adults must be given equal opportunity to participate in the leadership selection process. Finally, democratic leadership being definitive implies that the process must result in the determination of leadership subject to the detection of the constitution of the country.

Bringing this down to the organizational context, the democratic leadership selection process in an organization must be competitive (by having several candidates), periodic, inclusive (by ensuring members of the organization are allowed to participate equally in the process), and decisive (by resulting in the selection of a leader in line with the organizational constitution).

2.3 The common-sense theory

According to proponents of this theory, organizations engage in leadership succession planning to boost productivity within their organizations. Under certain circumstances, the theorist holds that a common-sense theory of succession has improved organizational performance for successful teams or businesses(Egbuta, 2019). It follows that those in a position to make decisions about top-level leadership succession should select a candidate who possesses the relevant skills and experience to improve organizational performance. When it comes to leadership succession planning and

implementation, common-sense theorists expect all parties involved to do their best to ensure a smooth transition of power. It is also possible that some incumbents have shown a tendency to entrench themselves, which could limit these reasonable expectations.

III.   RESEARCH METHODOLOGY

This study adopted an integrative literature review method to gain a deeper understanding of the problem. An integrative review combines experimental and non-experimental methods in one comprehensive study. Furthermore, theoretical and empirical evidence may both be included in an integrative review. The study relied solely on data from secondary sources. A secondary source of data is a source of information that is not directly related to the primary source of data. Therefore, to have a deeper understanding of the subject, this research relied on secondary sources such as published works that had been critically evaluated. Specifically, an integrative literature review method that included an exhaustive literature search was utilized in this study.

IV.   FINDINGS AND DISCUSSIONS
4.1 Organizational Leadership Recruitment Practices

One of the most challenging tasks of Organizations is identifying a pipeline of innovative and reliable leaders in their talent pool during the leadership recruitment process. A Myriad ofsuccessful leaders are presentlyactive and are not actively on the look for a new role. However, should a leader be actively on the look for a new role, it may go to be seen through outsourcing organizations or on private social networks(Taylor and Collins, 2000). In addition, finding an effective leader and an effective innovator is a difficult task.

Consequently, social networks, professional societies, and peer recommendations are some of the most efficient and advanced recruiting options available to organizations for identifying leaders. Precisely, utilizing technology in combination with these strategies will possibly result in the identification of leadership positions candidates.

Another key strategy for searching for an organizational leader is to utilize the referrals approach(McEntire and Greene-Shortridge, 2011). In particular, this holds when referrals come from mid-to upper-level successful organizational leaders. Leaders in these positions are likely to have a deep understanding of what kind of skills and leadership styles are needed to succeed in their respective businesses and departments (McEntire and Greene-Shortridge, 2011). Helping to identify candidates who will fit into the company's culture is also part of this process. Because different organizations have varying appetites for risk and error in innovation, which can be highly dependent on culture, this is especially important when searching for innovative leaders (Parker, 2004). However, it is possible to overestimate the value of a peer referral, even though it is likely to be a more effective source of new hires(Teigen, 2002). Another way of saying this is that it is important to look into peer referrals because they can lead to great leaders, but these leaders must be thoroughly vetted through the selection process before they can be chosen as the next organizational leader(Gusdorf, 2008).

There are many ways to find new leaders for an organization, and professional societies can be a great place to look(Newell, 2005). A professional association will be more beneficial if the functional area in which the leader is needed is particularly specialized. Professional societies are best suited to small and close-knit business functions like research and development, which are typically made up of specialists and scientists(McEntire and Greene-Shortridge, 2011). In addition to attending meetings and contributing to thought leadership, leaders who have achieved success as innovators are typically active in professional societies. Now, organizations can easily identify key leaders, track their history and activity in the field, and learn which employees are likely to be aligned with areas of innovation within their organization(McEntire and Greene-Shortridge, 2011).

Social networks and websites are also novel techniques for recruiting. The techniques are still in their development stage and therefore lack much existing study to show the investment return of this recruitment method, even though many organizations have anecdotally identified its value(Lee and Mao, 2020). However, in its early stages of use, it can be difficult and time-consuming to find top-quality leaders (Teigen, 2002; Normore, 2004; Saddam and Mansor, 2015). A few ideas for making social networking sites a useful recruiting tool: firstly, use current employees' social networks as a starting point;secondly, seek out key innovation experiences in organizations similar to yours; and thirdly, when possible, convert the lead to a peer referral from within the organization.

The tasked organizations with locating organizational leaders should include the social

networks of mid-to high-level employees whenever possible. People in the same industry or with a similar background to the organization's current successful leaders can be found through the use of these networks. This data can be used to get a sense of a candidate's background in terms of innovation in the organizations'industry or one that is similar (Lee and Mao, 2020). Also, internal employees should be consulted to ensure that the people they know are suitable for consideration. Use these potential candidates more like a referral from an existing employee rather than a lead from social networking sites. A more positive candidate experience is likely as a result, as is a better recruiting experience for organizations.

4.2 Why Democratize organizational leadership selection Process

Members of organizations can participate in internal deliberations through a variety of mechanisms that allow for intra-organizational democracy, which is a broad and often ambiguous concept (LeDuc, 2001). Observationally, organizations' internal democracy has linearly evolved. A lack of democratic mechanisms was found in the initial studies of organizations, which showed a dominance of the top management in making decisions (Kenig, 2009;Pennings and Hazan, 2001). However, the monopoly of top management in the decision-making process gradually diminished as a result of social changes following World War II and the appearance of several organizations (Uekami, 2008). Employees' growing power within organizations was formalized by organizational regulations (Cordero and Coller, 2018), which bolstered significant shifts toward internal democracy (Chiru and Gherghina, 2012; Van Biezen and Piccio, 2013). It was for this reason that employees were given decision-making authority over two major processes, namely the selection of candidates for leadership positions (Katz, 2001) and policy settings (Van Biezen and Piccio, 2013). According to earlier assessments, democracy is confined to those who have a stake in an organization (Borz and Janda, 2020).

However, the participation of employees has ambivalent implications. On the other hand, implementing internal democratic procedures has the dual benefit of increasing the organization's democratic culture while also allowing for the selection of qualified and appealing candidates for leadership positions (Kenig, 2009). According to previous studies, the impact of organizations' strategies and internal organization on individual involvement in political life is consistent with the

findings of the study by Kerr(2004) and Redondo-Sama (2020). In contrast, tensions between employees and leaders can pose significant challenges to the organization's modernization (Redondo-Sama, 2020). Beyond the benefits and risks, the choice of leaders is critical to the long-term success of the company. The stakes for the leadership of the organization are significantly higher than for the organizations' other stakeholders because whoever controls the selection procedures controls the organization, whereas candidate selection involves the options organizations present to employees (Sandri and Amjahad, 2015). Such a claim is even more relevant in light of the current leadership of the organization's administration and employees' accumulated influence (PircherVerdorfer and Weber, 2016;Cordero and Coller, 2018).

Many contemporary organizational failures were treated with the prescription of democratizing the selection of organizational leadership. Three interrelated levels of its actions were explored. First, it was anticipated to minimize the discriminatory propensities of organizations through the attraction of numerous leadership candidates and developing a contest that is more competitive (Chiru and Gherghina, 2012). Secondly, it was also envisaged that this move will empower the file and rank of the organization and overall result in making organizational membership more attractive (Chiru and Gherghina, 2012), hence, opening up possibilities for recruits (Pennings and Hazan, 2001). An effective alternative to the ideological and material incentives that gradually lost their ability to retain and attract employees can be found in such a measure (Borz and Janda, 2020). Thirdly, more intra-organizational democracy and greater public exposure to it are seen as a way to combat organizational democratic disenfranchisement' (PircherVerdorfer and Weber, 2016). In an instrumental view, the expansion of the electorates of organizations was often attributed to two mechanisms. Conversely, the objective was to enhance the organizational image in employees' sight and therefore signified an electoral asset.

The democratization of leadership selection was often a response to the failure of previous leadership teams(Katz, 2001). The latter was instrumental in persuading organizations' top management of the necessity for renewal (Katz, 2001) and providing additional arguments in favour of increased employee involvement in leadership selection (PircherVerdorfer and Weber, 2016). Employees' trust can be restored by introducing an overhaul of how leadership candidates were chosen

(McEntire and Greene-Shortridge, 2011). For their part, newly formed companies have a greater proclivity to use democratic methods of selecting leadership because of the lack of well-established organizational leaders who would object to the change to preserve their power (Kirkpatrick, 2018). This hypothesis appears to be true only for new organizations on the left, which tend to have low boundary control and wide organizational reach (Cordero and Coller, 2018). Additionally, management can exert control over the selection process by making it a democratic endeavour. Leaders reduce the power of activists and middle-ranking employees by involving their employees in decision-making (PircherVerdorfer and Weber, 2016).

V.   SUMMARY, CONCLUSION, AND RECOMMENDATION
5.1 Summary of Findings
This paper explored the leadership selection practices of organizations from the lens of the leadership recruitment practices of organizations. It was discovered that organizations recruit leaders through referrals, the use of social networks, and professional bodies. Also, it was discovered that the democratic selection of organizational leadership is a response to the current trend in leadership failure. Thus, through leadership selection democratization, employees' participation and organizational image can be enhanced. The method also ensures the elimination of discrimination in leadership selection.

5.2 Conclusion
An exploration of the leadership recruitment practices of organizations was conducted in this study. The study adopted an integrative literature review method in reviewing several theoretical and empirical literature on the topic area. Based on the findings of this study, it is concluded that organizations pass through referrals, use of the social network, and through professional bodies in recruiting people to occupy leadership positions. Furthermore, the study concludes that the democratization of the leadership selection process is a strategy for avoiding discrimination in the leadership selection process of an organization. The method also ensures greater employee participation in the leadership selection process of organizations.

5.3 Recommendations
Recruitment of leaders through referrals, although is potent in the selection of candidates for leadership positions in an organization, could lead to the monopolization of leadership positions by a certain faction within an organization; hence, personal interest can overshadow organizational

interest in the recruitment of leaders. Therefore, it is recommended that the leadership selection process should be democratic in all ramifications to ensure not the greater participation of employees and to avoid discrimination but to ensure that the overall interest of the organization is represented in the leadership selection process. It is also recommended that organizations adopt a democratized leadership selection practice to ensure openness in the selection process and to ensure that standard organizational practices are adhered to in the selection process.

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