

# THE DIFFERENCES BETWEEN PRAGMATIC AND IDEOLOGICAL LEADERSHIP IN ORGANIZATION: A SYSTEMATIC LITERATURE REVIEW

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Received : 12 November 2024

Published : 24 January 2025

DOI: 10.54443/morfai.v4i4.2233

Accepted: 17 December 2024

## Abstract

**Introduction/Main Objectives:** This study aims to analyze and compare existing literature on pragmatic and idealistic leadership, specifically examining the differences between these leadership styles within organizations. The goal is to develop a more comprehensive understanding of these two approaches and how they contrast with one another. **Background Problems:** The research may face background challenges due to inadequate understanding of the differences between pragmatic and idealistic leadership, as well as the advantages and disadvantages of each style. Moreover, it may be necessary to investigate the perceptions of various stakeholders such as followers, peers, and superiors towards these leadership styles. **Novelty:** Prior research has predominantly examined these leadership styles in isolation ; however, this study seeks to present a more comprehensive analysis by exploring both their distinctions and commonalities. **Research Methods:** A Systematic Literature Review is expected to include an analysis of existing studies sourced from five reputable journals indexed in the scopus database. **Finding/Results:** Pragmatic leadership is flexible and adaptable, emphasizing context-dependent approaches that prioritize relationships within a community. Ideological leadership, on the other hand, involves leaders who have a strong belief in a particular ideology or set of values that guide their decision-making and actions. **Conclusion:** the articles suggest that modern leaders need to be both pragmatic and idealistic to succeed. They should have a strong belief in their vision or set of values while also being flexible and adaptable to the current situation.

**Keyword:** Ideological Leadership, Leadership Style, Pragmatic Leadership,

## 1. INTRODUCTION

Scholars in the field of leadership have developed and empirically tested numerous theories to determine the types of leaders' behaviors that effectively engage followers and generate positive outcomes beyond mere task compliance. Among these theories are charismatic leadership and transformational leadership, (Bass & Avolio, 1993; Shamir et al., 1993), authentic leadership (Avolio & Gardner, 2005; Sparrowe, 2005), ethical or character-based leadership (Brown et al., 2005; Piccolo et al., 2010; Thomas et al., 2004), spiritual leadership (Fry, 2003; Fry et al., 2005), servant leadership (Greenleaf, 2008; Kool & van Dierendonck, 2012; van Dierendonck, 2011), and shared or participative leadership (Ensley et al., 2006). These theories are collectively referred to as the "newer genre" of leadership theories (Avolio, 2007; Walumbwa et al., 2007), in contrast to the more traditional models that focus on leader-follower exchange relationships and providing support and direction.

Drawing on Weber's (1924) foundational work; Mumford and his colleagues have identified three leadership styles - charismatic, ideological, and pragmatic – capable of delivering highly effective and successful performance outcomes (Hunter, 2020; M. Mumford, 2009; M. D. Mumford, 2006a). The central tenet of this model is that there is no universally optimal leadership style; rather, each style has the potential to achieve exceptional performance by applying different approaches to critical organizational challenges depending on the context (Mumford, 2006). Initially, Mumford and his team conceptualized The context of the CIP model of upper-echelon leadership to better understand leaders associated with exceptional organizational outcomes. Early research on this model

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predominantly employed histometric methods (Crayne & Hunter, 2018) to examine the impact of CIP leaders (e.g., Griffith et al., 2015; Hunter et al., 2011; Mumford, 2006). However, evidence suggests that charisma is not an indispensable attribute for leadership success; other qualities may hold greater significance. Scholars such as Khurana (2002), Pasternack and O'Toole (2002), and Yukl (1999), argue leadership styles like ideological and pragmatic leadership can serve as viable alternatives to charismatic or transformational leadership, resulting in equally exceptional leadership outcomes. Based on this leadership style categories presented by Anderson, ideological and charismatic there is overlapping (Anderson & Sun, 2017). Ideological leadership is an alternative to charismatic leadership (Pasternack & O Toole, 2002; Yukl, 1999). Specifically, this paper aims to summarize the difference between ideological dan pragmatic Leadership from 5 article.

## 2. LITERATURE REVIEW

Interest in leadership has expanded among academics from various disciplines, including psychology, management, history, and political science. Research on leadership experienced significant growth in the 20th century, particularly in the latter half. (M. D. Mumford, 2006a). According to Suddaby (2010), it is crucial for management research to have clarity in constructs and to establish clear and simple categorical distinctions between concepts. This includes demonstrating how these constructs are semantically related to other related concepts. (Suddaby, 2010). Leadership style refers to the manner or method in which a leader provides direction, motivation, and guidance to their followers or team. Various leadership styles can exert differing influences on organizational or group culture and performance. Some examples of leadership styles include charismatic, transformational, democratic, autocratic, and laissez-faire.. These leadership styles are traditional styles, but changes in leadership styles are influenced by their context.

According to Judge (2008, p. 335), the charismatic/transformational style is the primary way leadership is understood in organizational behavior (Judge, 2008). Since 2000, a significant body of research has been dedicated to exploring a diverse range of leadership styles, including distributed or shared leadership, authentic leadership, ethical leadership, initiating structure and consideration, integrative public leadership, spiritual leadership, pragmatic and ideological leadership, as well as servant leadership (Anderson & Sun, 2017). Numerous leadership theories have emerged, including charismatic and transformational leadership, authentic leadership, ethical or character-based leadership, spiritual leadership, servant leadership, and shared or participative leadership. These theories often referred to as the "newer genre" of leadership framework, have been developed by various scholars

### *Ideological Leadership*

According to Mumford, Strange, and Bedell (2006) and Strange and Mumford (2002), ideological leaders use a vision-based leadership approach that emphasizes the importance of a belief system and associated goals. Unlike other leaders who focus on a positive future vision, ideological leaders structure their vision based on past values and standards. They appeal to a group of individuals who share their belief system by using emotionally powerful experiences such as failure. Instead of aiming for a future objective, they focus on addressing the causes of a situation.

The success of ideological leaders depends on their ability to tap into shared ideals and integrate change through their shared beliefs and values (Coopey, 1995). This focus on past experiences helps them avoid uncertainty and discomfort associated with thinking about the future. Ideological leaders create a powerful identity for their followers, leading to the development of highly cohesive groups that support the leader's vision (Anderson & Sun, 2017). However, (Ligon et al., 2008) Mumford, Scott, and Hunter (2006) argue that ideological leaders' dedication to their belief system may limit their appeal to a select group of followers (M. D. Mumford, 2006a). Moreover, their focus on the past may hinder their efforts to find new solutions, as their rigid mindset makes it challenging to think beyond their previous experiences, as noted by Dearborn and Simon .

Ideological leaders construct their mental models based on past failures, making it challenging for them to identify the causes of failure. Ideological leaders can construct a prescriptive mental model grounded in shared goals, which resonates with a group of trusted and closely connected followers. These followers are expected to take action to address the root causes of the situation. Given their

reliance on such prescriptive mental models, ideological leaders tend to merge an excel in unstable environments where the underlying causes are in a state of constant flux. (Strange & Mumford, 2002)

### *Pragmatic Leadership*

Pragmatic leaders take a different approach to influencing others compared to other leaders, as they do not rely on a broad vision to gain support (Mumford & Van Doorn, 2001). Instead, they focus on solving problems and stimulating their followers' intellect, using rational persuasion to build their following (M. D. Mumford, 2008). Their ability to identify problems and find practical solutions is what makes them influential to others. (Lovelace, 2019). Pragmatic leaders achieve optimal effectiveness when they can immerse themselves in specific tasks, enabling them to maximize their problem-solving abilities.

Pragmatic leaders also rely heavily on giving their followers autonomy, allowing them to make unique contributions that lead to a personal connection to their work and greater dedication (M. D. Mumford, 2006b). However, their focus on logic and problem-solving may make it difficult for them to tap into the emotions of their followers, which is a powerful influence mechanism (Seltzer & Bass, 1990) and could limit the investment of their followers (M. D. Mumford & Van Doorn, 2001). Nonetheless, pragmatic leaders may generate more consistent follower support, perhaps due to their independence from follower emotional support (Hunter et al., 2009; Lovelace, 2019)

Pragmatic leadership is one type of leadership that focuses on problem-solving, effective communication based on logical reasoning, and relies more on rational persuasion than emotional appeals to gain support from followers (M. D. Mumford, 2006a). Vision-based leaders take a different approach than pragmatic leaders. They frequently employ a problem-solving strategy to pique their followers' intellectual curiosity through persuasive communication built on sound arguments. Pragmatic leaders utilize reasoned reasoning to win over their followers rather than emotional appeals.

They are adept at identifying issues, looking for fresh possibilities, and creating workable solutions depending on the circumstances. Connecting with elite groups of followers who possess specialized knowledge that can aid in solving a central issue is the main goal of pragmatic leaders. They encourage their followers to perform by giving them the freedom to handle issues as they see fit. Additionally, this independence allows subordinates to contribute in novel ways that use their knowledge, which fosters a close bond and commitment.

### **3. METHOD, DATA AND ANALYSIS**

Systematic reviews play multiple significant roles. They have the ability to create summaries of the current knowledge within a particular field. This summary can help in identifying future research priorities. Furthermore, these reviews can tackle questions that individual studies cannot answer alone. By identifying problems within primary research, these reviews can suggest areas that need to be addressed in future studies. Additionally, they can help in developing or analyzing theories regarding the occurrence of phenomena.

The PRISMA (Preferred Reporting Items for Systematic reviews and Meta-Analyses) statement, Introduced in 2009 (commonly known as PRISMA 2009), is a reporting standard designed to address the issue of insufficient reporting in systematic reviews. It offers a set of guidelines aimed at improving the quality of reporting in systematic review.eated to tackle the issue of inadequate reporting in systematic reviews. It provides a guideline to enhance the reporting quality of systematic reviews (Albeha et al., 2020).

A systematic literature review (SLR) serves as A basis for scholarly investigation (Xiao & Watson, 2019). The standalone review presented in this paper offers a comprehensive summary of prior work, test hypotheses, develops theories and critically evaluates existing literature. Furthermore, a standalone literature review can provide a useful synthesis of a subject for practitioners seeking evidence to inform their decisions; thus, the quality of the SLR has significant implications.

For this review, we using the PRISMA methodology and made concerted efforts to identify all relevant studies. We expanded our search parameters and consulted multiple database, resolving any discrepancies through active discussion. Although our aim was to achieve an international scope

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in our analysis, we restricted our search to the Scopus database, known for its high-quality contribution to the scientific community. In prioritizing the rigor and quality of the studies included, we limited the review to five papers rather than focusing on a broader range of sources. Figure 1 illustrates the process of literature selection for this standalone PRISMA review. The process began with a search for published papers using the keywords "pragmatic leadership" and "idealistic leadership" from 2013 to 2023, yielding a total of 25 papers. For leadership literature reviews, Kraus et al. (2020) recommend using only journal articles, narrowing the selection to 25 articles. Of these, 16 were found to align with the research categories of pragmatic and idealistic leadership. Ultimately, five research papers were meticulously selected to fulfill the objectives of this literature review.

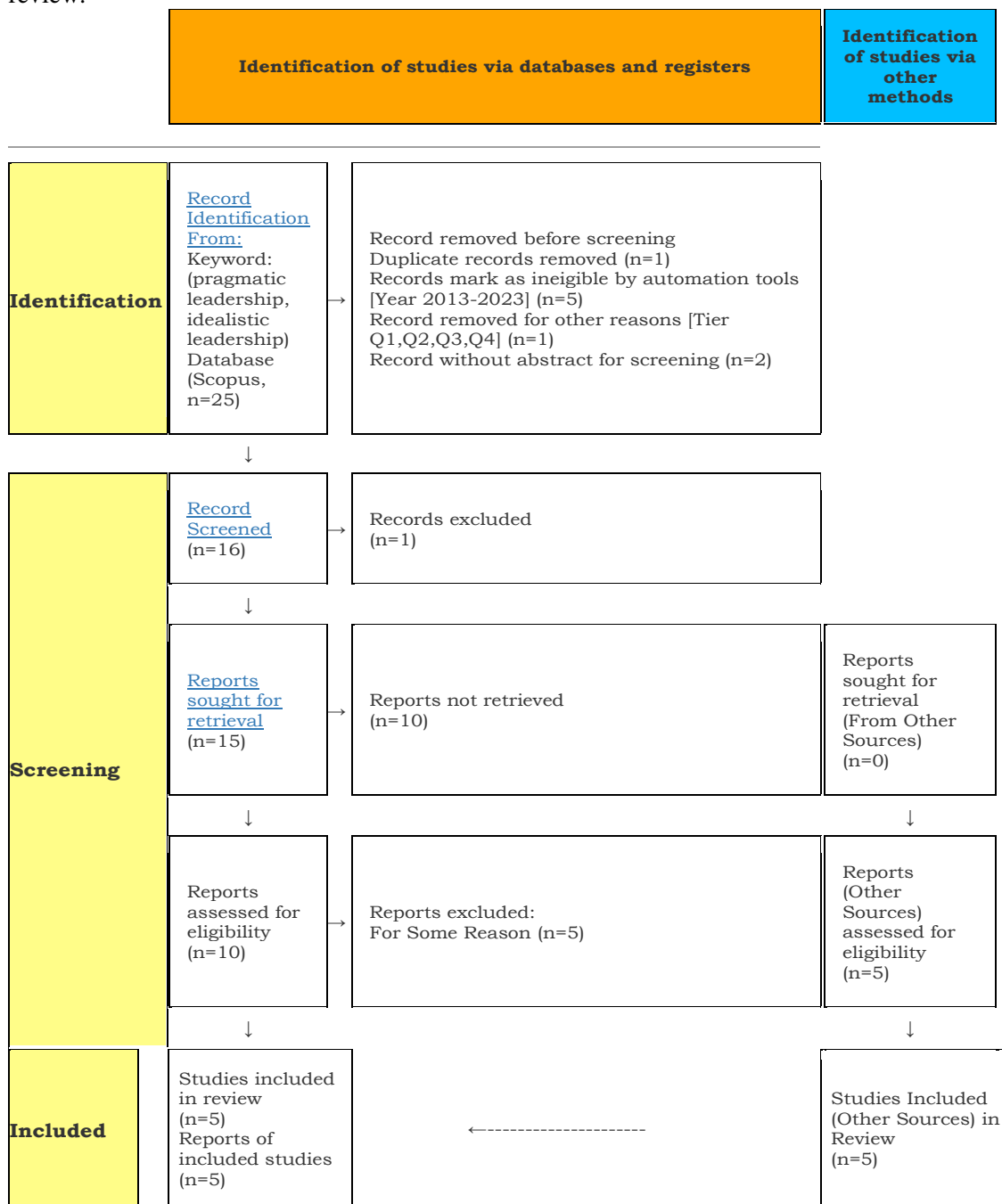


Figure 1: Prisma 2020

#### 4. DISCUSSION AND FINDINGS

An overview of three chosen studies in the fields of family business, digital transformation, and dynamic capability is given in Table 1. All of the studies are credible publications that were published recently, and they employ both qualitative and quantitative approaches. investigation.

*Table 1: Overview of Selected Articles*

No.	Authors (Year)	Journal	Conceptual Leadership	Differences Leadership Style	Contextual
1	(Patapan, 2013)	European Journal East Asian Studies	Idealistic leadership	I: is a leadership approach that emphasizes the importance of values, ethics, and morality in decision-making and governance.	Singapore's Lee Kuan Yew as a case study
2	Ruwhiu and Cone, 2013)	Journal of Management & Organization	Pragmatic leadership	P: a leadership approach that is flexible and adaptable to different situations and contexts.	Maori communities. The authors draw from the wisdom of Te Ao Maori, or the Maori world, to illustrate key features of Maori leadership practice
3	Anderson and Sun, 2017)	<i>International Journal of Management Reviews</i>	Ideological And Pragmatic Leadership	I: refers to a leadership style where the leader has a strong belief in a particular ideology or set of values and uses this to guide their decision-making and actions. P: refers to a leadership style where the leader is focused on achieving practical results and solving problems in a practical way.	Review of the emerging literature on new leadership styles proposed since the year 2000.
4	(Lovelace, 2019)	The Leadership Quarterly	Ideological And Pragmatic Leadership	I: involves leaders who have a strong vision and values that guide their decision-making and actions. P: on the other hand, involves leaders who are more flexible and adaptable in their approach, focusing on practical solutions to problems rather than a strict adherence to ideology	The context of this paper is to provide a comprehensive review of the Charismatic, Ideological, and Pragmatic (CIP) model of leadership
5	(Crayne, 2021)	The Leadership Quarterly	Ideological And Pragmatic Leadership	P: are more likely to make decisions based on what works best in the current situation, while I: more likely to make decisions based on their principles and vision for the future..	COVID-19 crisis and how world leaders have responded to it

The article Patapan (2013), discusses the need for modern states to have both performance and idealistic leadership to succeed. The author uses Singapore's Lee Kuan Yew as a case study and

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argues that while Lee appeared to avoid grand philosophical foundations in favor of "performance," his concern for the future prosperity of Singapore meant that he needed to secure "idealistic leadership" that was important but lacking in Singapore. Lee's recourse to "Asian values," especially Confucianism, was intended to provide such idealistic leadership. However, the paper argues that the lack of success of his Confucian initiatives reveals the inherent problems of Confucianism as a moral foundation for modern nation-states (Patapan, 2013). The paper concludes that modern states need both performance and idealistic leadership to succeed.

In this paper, Ruwhiu and Cone (2013), explore the concept of pragmatic leadership and present an example of it in the context of kaupapa Maori, a perspective that represents practice guided by the wisdom of Te Ao Maori. They argue that Maori leadership practice is a form of pragmatic leadership that is grounded in the cultural criteria and traditions of Maori communities. The paper provides a foundation for innovative leadership practices that are process-oriented and context-dependent, emphasizing the establishment and maintenance of appropriate relationships within a community (Ruwhiu & Cone, 2013). The authors draw from narratives shared by 22 Maori practitioners involved in leadership roles in various organizations to illustrate key features of Maori leadership practice, offering a unique contribution and deeper understanding of pragmatic leadership.

Anderson and Sunthe (2017), discuss the emerging literature on new leadership styles, including ideological leadership and pragmatic leadership. They argue that an integrated full-range model is necessary for research on leadership style to progress. Ideological leadership is a style in which the leader has a strong belief in a particular ideology or set of values and uses it to guide their decision-making and actions (Anderson & Sun, 2017). Pragmatic leadership, on the other hand, is focused on achieving practical results and solving problems in a practical way. Both styles are seen as alternatives to charismatic/transformational leadership and can lead to outstanding leadership.

Lovelace, et al (2019), provides a comprehensive review of the Charismatic, Ideological, and Pragmatic (CIP) model of leadership. Model of leadership proposes from this article that there are multiple effective ways to lead in organizations. Within this model, ideological leadership involves leaders who have a strong vision and values that guide their decision-making and actions. Pragmatic leadership, on the other hand, involves leaders who are more flexible and adaptable in their approach, focusing on practical solutions to problems rather than a strict adherence to ideology. The CIP model suggests that both ideological and pragmatic leadership can be effective, depending on the situation and context. The context of this paper is to provide a comprehensive review of the Charismatic, Ideological, and Pragmatic (CIP) model of leadership. (Lovelace, 2019)

Crayne (2021), present article elaborates on the role of leaders as sensemakers and explains how a leader's sensemaking approach is a critical element in successful crisis management efforts and makes recommendations for more explicit incorporation of sensemaking into the understanding of leadership (Crayne, 2021). According to the CIP leadership model discussed in the paper, pragmatic leaders tend to focus on practical solutions and outcomes, while ideological leaders prioritize their beliefs and values. Pragmatic leaders are more likely to make decisions based on what works best in the current situation, while ideological leaders are more likely to make decisions based on their principles and vision for the future. However, the paper notes that leaders may exhibit a combination of both pragmatic and ideological approaches, and that their sensemaking approach may shift depending on the situation.

The article explores different styles of leadership, including pragmatic and ideological leadership. Pragmatic leadership is flexible and adaptable, emphasizing context-dependent approaches that prioritize relationships within a community. Ideological leadership, on the other hand, involves leaders who have a strong belief in a particular ideology or set of values that guide their decision-making and actions. Both styles can lead to outstanding leadership and are alternatives to charismatic/transformational leadership. The authors argue that an integrated full-range model is necessary to progress research on leadership style.

## 5. CONCLUSION

The articles reviewed in this statement provide valuable insights into different styles of leadership and their effectiveness in various contexts. From these articles, it is clear that successful leadership requires a combination of performance and idealistic leadership. Leaders must have a strong belief in their vision or set of values, but they must also be able to adapt their approach to the current situation and focus on practical solutions to problems. Additionally, the cultural context and community relationships are essential in pragmatic leadership.

The Ideological, and Pragmatic model of leadership proposes that both ideological and pragmatic leadership can be effective, depending on the situation and context. Therefore, an integrated full-range model is necessary to progress research on leadership style. Moreover, the article by Crayne highlights the importance of a leader's sensemaking approach in successful crisis management efforts and recommends incorporating sensemaking into the understanding of leadership explicitly.

In conclusion, the articles suggest that modern leaders need to be both pragmatic and idealistic to succeed. They should have a strong belief in their vision or set of values while also being flexible and adaptable to the current situation. The cultural context and community relationships are crucial in pragmatic leadership, and a leader's sensemaking approach is critical in successful crisis management efforts. A full-range model of leadership styles is necessary for future research to progress.

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