

International Journal of Leadership and Governance (IJLG)

**THE IMPACT OF GLOBALIZATION ON LEADERSHIP AND GOVERNANCE IN
MALI**

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The Impact of Globalization on Leadership and Governance in Mali



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Article History

Received 12th January 2023

Received in Revised Form 19th February 2023

Accepted 26th March 2023



Abstract

Purpose: The study sought to analyze the impact of globalization on leadership and governance in Mali

Materials and Methods: The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library.

Findings: The results show that globalization has had a profound impact on leadership and governance in the world today. Globalization is a complex and multifaceted phenomenon, and its effects can be seen in virtually every sector of society. From economic and political systems to social and cultural norms, globalization has altered the way in which we view and interact with the world.

Unique Contribution to Theory, Practices and Policies: The functionalism theory, realism theory and constructivism theory may be used to anchor future studies in the leadership and governance sector. The study results will also benefit other stakeholders such as the policy makers as well as researchers and scholars from different parts of the world. The top management of private and public industries in the country will also use the study findings to improve leadership and governance performance in all their activities and programs. The study recommends that the adoption of effective development policies in the leadership and governance will help to improve efficiency in their major operations and activities.

Keywords: *Impact, Globalization, Leadership, Governance, Mali*

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INTRODUCTION

Globalization is a phenomenon of the modern era that has had a profound effect on all aspects of life, including leadership and governance. Globalization has been defined as the process of international integration arising from the interchange of world views, products, ideas, and other aspects of culture. Globalization has been both praised and derided for its effects, but it is certainly true that it has had a major impact on leadership and governance in countries around the world (Perez, 2017). The liberalization of worldwide trade is a main element of globalization or at least of economic globalization and it is mainly regulated by global governance. International trade has created a major period of growth but its liberalization has had some issue over the global level. The intensification of world trade has required a new institution, the WTO, which clearly, by regulating trade, plays a major role in global governance. Actually, WTO is the only institution regulating worldwide trade which in fact promotes worldwide trading system helping to raise economic efficiency and decrease costs by major principles established by themselves: non-discrimination, transparency, increased certainty in trade, reduction of corruption and of poor governance (Amavilah, 2017). Globalization has had a significant impact on leadership and governance in Mali. One of the most important effects of globalization on leadership in Mali is the spread of new ideas, practices, and technologies. During 1980s to 1990s Mali sharply curtailed quantitative controls on imports and brought down tariff rates and eliminated restrictions on foreign direct investment (FDI). FDI flows to Mali have increased steadily in recent years and have settled around USD 400 million. The Malian government has been implementing a strong policy to promote FDI for the past several years. It also encourages competitiveness and the participation of the private sector in nearly all sectors (Dowd, 2013). The government participates in foreign involvement, concerning commerce and privatization. Mali underwent economic reform, beginning in 1988 by signing agreements with the World Bank and the International Monetary Fund.

Globalization has also had an impact on the way in which leaders in Mali are elected. The introduction of democratic institutions and the spread of democratic values have made it possible for citizens to have a greater say in who leads them and how they are governed. This has enabled leaders to be more accountable to their constituents, as well as to be more responsive to their needs (Braun, 2015). The spread of new technologies and the increased availability of information has enabled leaders to communicate more easily and quickly, which has enabled them to work together more effectively. This has enabled them to collaborate on projects and initiatives that would have previously been difficult to coordinate. Globalization has also had an impact on the way in which leaders in Mali are held accountable for their actions. The increased availability of information has made it easier for citizens to monitor the activities of their leaders and to hold them to account. This has led to increased transparency and accountability in the governance of Mali, which has had a positive effect on the country's overall governance. The introduction of new technologies and the spread of democratic values have enabled citizens to have a greater say in how their country is governed (Seppey, 2017). This has enabled them to participate more actively in the decision-making process and to hold their leaders to account. This has resulted in an increased level of accountability and transparency in the governance of Mali, which has had a positive effect on the country's overall development. Globalization has also had an impact on the way in which government services are delivered in Mali. The introduction of new technologies and the spread of knowledge and expertise has enabled government agencies to deliver services more efficiently

and effectively, resulting in improved services for citizens. This has had a positive effect on the overall quality of life in Mali, as citizens are able to access services in a timelier and efficient manner (Boaz, 2015). Globalization has also had an impact on the economic development of Mali. The introduction of new technologies and the spread of knowledge and expertise have enabled the country to become more integrated into the global economy, resulting in increased trade and investment. This has had a positive effect on the country's overall economic development, as it has enabled the country to take advantage of the opportunities presented by globalization.

Today, there are many Malians, many Africans, or people from other continents who are living, traveling, or are in a part of somewhere else, which is not their own country. The world is fast becoming a globalized culture, forming its very own unique set of rules, patterns, and lifestyles. Global movement of people, goods, and ideas expanded significantly in the following centuries (Cold, 2022). Additionally, the country has experienced a rise in migration, with many of Mali's citizens moving to other parts of the world in search of better economic opportunities. This has resulted in a growing diaspora population, which has led to the emergence of new social networks and the emergence of new challenges related to the integration of immigrants into Malian society. In the economic sphere, globalization has brought about significant changes in Mali's economic structure. The country has seen a shift from an economy based primarily on subsistence agriculture to one that relies largely on trade and foreign investment (Benabdallah, 2020). The country has also seen a shift from a state-controlled economy to a market-based economy. Additionally, the country has seen a rise in the number of multinational corporations operating in the country, as well as a rise in foreign aid and investment. These changes have had a significant impact on the way in which economic resources are allocated and distributed in Mali.

Statement of the Problem

Globalization has had a significant and pervasive impact on leadership and governance in Mali, particularly in the economic, political, and social domains. The country has been subject to a number of external influences that have shaped the way in which leadership and governance are conducted. The effects of globalization on leadership and governance in Mali can be seen in the way in which the country's political, social, and economic systems have been altered. In the political sphere, Mali has experienced a shift from a centralized, authoritarian government to a more decentralized, democratic system. The country has seen a transition from military rule to civilian rule, as well as from one-party to multi-party rule. Additionally, the country has seen an increase in the participation of civil society in the decision-making process, as well as the emergence of new forms of political organizations such as NGOs, unions, and political parties. In the social sphere, globalization has brought about changes in the way in which Mali's population is distributed and organized. Nowadays we can see Chinese products everywhere in the world, everywhere in Mali, that means, products from Asia are becoming more and more popular because of globalization. The effects of globalization in Mali have resulted in a number of problems, which can be categorized into economic, political, and social issues. According to the World Bank, Mali's GDP growth rate has been declining since 2015, and its unemployment rate was around 10% in 2019. In terms of economic issues, globalization has had a detrimental effect on the country's economy

Mali being a landlocked country in West Africa that has experienced several economic challenges, including poverty, low literacy rates, inadequate infrastructure, and political instability. The country's economy heavily relies on agriculture, which accounts for approximately 38% of the

country's gross domestic product (GDP) and employs around 80% of the workforce. The influx of foreign investment and the rise of multinational corporations have resulted in a shift in the economy's focus from subsistence agriculture to more capital-intensive sectors. This has had a negative impact on the country's agricultural sector, which has seen a decrease in yields and a decrease in employment opportunities. Additionally, the influx of foreign aid has not been sufficient to offset the negative effects of globalization on the economy, leading to an increase in poverty and inequality. In terms of political issues, globalization has led to the emergence of a number of new actors in the political sphere. This has resulted in a weakening of the centralized, authoritarian government, as well as a weakening of the power of traditional political elites. Additionally, the influx of foreign investment has led to a number of problems related to corruption, as well as a lack of accountability and transparency in the government.

THEORETICAL REVIEW

This study will benefit from the functionalism theory which was developed by Emile Durkheim (1917), realism theory by Hans J. Morgenthau (1940), constructivism theory by Jean Piaget (1920)

Functionalism Theory

Functionalism theory that emphasizes the role of social institutions in maintaining stability and order (Emile, 1917). It argues that social institutions, such as the economy, the government, and the family, have a function or purpose. This theory suggests that globalization has created a world in which economic, political, and social institutions are more interconnected than ever before. As a result, leaders must be able to adapt to changing conditions in order to maintain the stability of their countries. Functionalism suggests that leaders must be able to take advantage of the opportunities that globalization presents, while also managing the risks associated with it. This means that leaders must be able to think strategically about how to use globalization to improve their countries' economic and social fortunes (Boaz, 2015). It also requires leaders to be able to negotiate with other countries to ensure their own country's interests are being served. Functionalism posits that the primary goal of leadership and governance is to ensure the stability and functionality of a society. Leaders and governing bodies must ensure that the various components of a society are able to work together to meet the needs of its citizens. Functionalism theory further asserts that leadership and governance must be adaptive to the needs of a society and its citizens. The roles and responsibilities of leaders and governing bodies must be adjusted to meet the changing needs of individuals, organizations, and the society as a whole. This includes taking into consideration the impact of globalization on a society and the potential implications of global policies and practices. Globalization has led to a greater emphasis on the importance of collaboration and open communication between leaders and governing bodies.

Realism Theory

Realism theory emphasizes the role of power in international affairs. It argues that countries must be aware of their power relative to other countries and that they must use it to further their own interests. This theory suggests that globalization has created a world in which countries are more interdependent (Hans, 1920). As a result, leaders must be aware of their own power and how it is affected by other countries. Realism also suggests that leaders must be aware of the potential risks associated with globalization. Realists believe that globalization has had a significant impact on the structure of international politics, and on the nature of leadership and governance. Globalization has led to increased interdependence between states, and a greater intermixing of

cultures, economies, and societies. This has created a more complex and unpredictable international system, and has led to the emergence of new leaders and new forms of international governance. Realists believe that power is the main determinant of international politics, and that states seek to maximize their power in order to ensure their security and prosperity. Realists view the international system as a competitive and self-help environment, where states must compete to survive and gain power (Mwaniki, 2020). Globalization has had a major impact on the structure of international power and the nature of international politics. States are now more interdependent, and they face increased competition from new actors. This has weakened the power of individual states, and has made it more difficult for them to pursue their interests unilaterally. Realists also believe that power is the main determinant of international politics. Globalization has led to the emergence of new forms of power, such as economic power and soft power. This has increased the complexity of international politics, and has made it more difficult for states to achieve their goals. Finally, realists believe that states are the main actors in international politics. Globalization has led to the emergence of new leaders and new forms of international governance. This has challenged the traditional view of state-centric international politics, and has created new opportunities and challenges for states.

Constructivism Theory

Constructivism theory emphasizes the role of ideas in shaping social and political behavior. It argues that people's beliefs and values influence how they interact with each other and how they view the world. This theory suggests that globalization has created a world in which different cultures and beliefs must coexist (Jean, 1920). As a result, leaders must be aware of how different cultures and beliefs might affect their decisions and how they interact with other countries. Constructivism also suggests that leaders must be able to understand how globalization affects their citizens. For example, if a country is heavily reliant on foreign trade, its citizens may feel vulnerable to the changes that globalization brings. Furthermore, globalization has also had an impact on the way in which leaders interact with each other and with the international community. Whereas in the past leaders may have been more isolated from each other, the increasing level of interconnectedness and interdependence created by globalization has made it more important for leaders to interact with each other and to take into account the interests of other nations when making decisions. This has created a need for leaders to become more skilled at diplomacy and international relations, as well as to become more adept at working with other leaders and other nations (Kasema, 2020). Globalization has created a world where leaders must take into account the potential implications of their decisions on a global scale, and where governments must be more mindful of the potential implications of their actions on other nations. As such, it is clear that the process of globalization has had a significant impact on leadership and governance, and that this impact is likely to continue in the future.

Empirical Review

Mwaniki (2022) analyzed the determinant of equality practices on women leadership in Murang'a County Government. The study also adopted descriptive research design. The study used purposive sampling in identifying persons with requisite knowledge of the concept of the study. The primary data was collected using the questionnaire and the secondary data was obtained from the government policy documents, gender policies annual reports, strategic plans as well as periodic reports both published and unpublished. The study established that there is a historical conviction that, women are accountable to take care of kids and do household chores than

involving themselves in outside home activities like career advancement or furthering in higher education. Women are over tasked with diverse domestic roles which include but not limited to cooking, take care of kids, washing among other endless roles which have neither pay nor compensation. All these actions make women fully engaged in the family unit tasks and hamper their participation in the politics and leadership of the nation

Alice (2021) determined the effect of transactional leadership style on implementation of community policing in Isiolo County, Kenya and to explore the effect of laissez-faire leadership style on implementation of community policing in Isiolo County, Kenya. This study adopted a cross sectional survey research design in which all the Managers/leaders of community policing in Isiolo County formed the target population of 2169. Stratified and simple random sampling methods were used. Questionnaires, both closed and open-ended, were used in the collection of quantitative primary data while qualitative data was collected using FGD and interview schedules. Data analysis was done using both descriptive and inferential statistics. The study found out a positive effect of transformational leadership style and community policing implementation but a negative relationship between transactional leadership style, Laissez faire leadership style and community policing implementation

Hoang (2020) examined the impacts of globalization, financial development, government expenditures, and institutional quality on CO₂ emissions, incorporating energy consumption, and GDP per capita in the Environmental Kuznets Curve (EKC) model for 47 Emerging Market and Developing Economies (EMDEs) between 1990 and 2014. Owing to the presence of cross-sectional dependence and slope heterogeneity in the panel data, CADF and CIPS unit root tests are employed to validate the stationarity of the variables. We employed CCEMG, AMG, and DCCE estimators to estimate heterogeneous parameters. The findings demonstrate that globalization, financial development, and energy consumption increase CO₂ emissions. Besides, the EKC hypothesis is affirmed in EMDEs. The accrual of governments' financial and governance activities also boosts carbon dioxide emissions. Moreover, the analysis of Dumitrescu and Hurlin causality provides evidences for the feedbacks among the variables and CO₂ emissions.

Kasema (2020) analyzed the challenge of attaining good governance in Africa and what role technology specifically social media can play to address this challenge in Kenya and Mauritius. Conversation and debate on good governance remains one of the oldest debates that African states continue to struggle with to date. As the study has revealed, despite significant gains made, some of the old challenges such as bad leadership, weak institutions, corruption, electoral fraud, lack of constitutionalism, suppression of individual rights and freedoms still continue to persist. At the same time, introduction of competitive elections has manifested the challenge of negative ethnicity in many countries making some of these countries to slide into civil conflicts. As a result of the challenge of attaining good governance, some countries like Burkina Faso are contemplating returning to authoritarianism. While acknowledging the gains made in Africa, the study argues that transition to liberal democracy in Africa might have been necessary, but it has not translated into good governance and as a result there is need for African scholars to engage in a program of rethinking the application and practice of liberal democracy in Africa and how good governance can be operationalized in the continent.

Ongolo (2020) established the influence of political leadership on economic empowerment in Siaya County, Kenya. A descriptive survey study design was used. The target population for this study was 166,460 households in Siaya County. The study employed a multi-stage random

sampling with a sample of 400 participants. The study used primary data obtained from participants through a semi-structured questionnaire. The study findings indicate the need for leaders to uphold honesty, accountability and transparency as key qualities to leadership positions. Effective representation by the leadership demands that the community needs to be engaged in the implementation of the County agenda, including in decision making which has been strongly highlighted as a major issue of governance as depicted by Siaya residents.

Wamboi (2019) examined and analyzed if they have an impact on sustainable development in the country, strengthen national leadership and governance. Questionnaires and Interviews guides were used in data collection to confirm the studies hypotheses. The study confirmed the hypotheses that global youth leadership forums do strengthen national leadership and governance in Kenya.

Mary (2018) determined the effect of leadership skills, leadership experience, leadership control and leadership style on performance of Compassion International projects in Kitui County. Descriptive research design was adopted for this study. Data was collected by use of questionnaires which were sent via email to the respondents. Quantitative data collected was analyzed by the use of descriptive statistics such as frequencies, percentages, means and standard deviations. From the findings, there was a positive relationship between leadership and project performance. Leadership skills, leadership experience, leadership control and leadership styles all had a positive correlation with project performance. The study concluded that there was a significant relationship between project management leadership aspects and performance of CI projects; project management control had the greatest effect on performance of CI projects.

Mathieu (2017) conducted a study to understand the donor funding project's sustainability process and to assess its level of sustainability in Mali. Sustainability was examined through its different determinants, phases, levels and contexts. These were explored using qualitative interviews to discern, via critical events, stakeholders' ideas regarding the project's sustainability. A theme analysis was done with the software © QDA Miner according to the study's conceptual framework. The results of this project show a weak level of sustainability due to many factors. While some gains could be sustained other intended benefits could not. Artefacts around RBF, loss of different tasks and procedures, need of more ownership of the project by the local stakeholders. A lack of sustainability planning was observed, and few critical events were associated to phases of sustainability.

Sohail (2016) conducted a study to present the findings of a five-day course for AKEPT – the Malaysian Leadership Academy in the Ministry of Higher Education. The course was held from March 24-28th, 2014, for over 50 lecturers, professors, deputy deans and deans from Malaysian universities. Senior lecturers and professors deliberated for the first three days on the futures of higher education in Malaysia. They presented their scenarios and recommendations to the deans. The deans used these findings to articulate their own preferred futures in the last two days. Finding showed that the core of their recommendation consisted of a move by 2025 from the current fragmented university governance structure to a streamlined consortium model. Instead of the factory, a collection of linked longhouses or “rumah panjang” was offered as a way forward. This new model would have two immediate benefits: considerable cost savings and enhanced mobility for students and professors.

Soonhee (2015) analyzed how senior managers' transformational leadership and the climate for creativity associate with employees' perceptions regarding a culture of innovation in the context

of public management reform in local government. Based on a survey of 1,576 employees in the Seoul Metropolitan Government, this study finds that the degree to which an employee perceives senior managers' transformational leadership is positively related to the degree to which the employee perceives a culture of innovation. The findings of the study also indicate that the climate for creativity through enhancing the recognition of employee creativity, the flexibility to change, and resources for innovation is significantly associated with employees' perceptions of a culture of innovation. Finally, the study finds that there is a variance in the degree to which the employee perceives a culture of innovation among agencies, and supervisors' transactional leadership still matters in fostering a culture of innovation in local government.

Tadele (2014) determined the relationship between transformational leadership of government secondary school principals and teachers' job satisfaction. A random sample of 320 teachers responded to a three-part instrument (the transformational leadership questionnaire, the teachers' job satisfaction questionnaire and a demographic section). Means, standard deviations, Pearson correlations and stepwise regression analysis were used to analyze the data. The findings indicated that a moderate, positive and significant relationship exists between transformational leadership and overall teachers' job satisfaction. Furthermore, the relationship between each component of transformational leadership and teachers' job satisfaction was found to be moderate, positive and significant

Dogbe (2013) investigated a key role of the civil society for the emergence of quality leadership in Africa in general and in Nigeria and DRC in particular. A descriptive and explorative research design had been used to guide critical analysis of existing secondary documents and primary data and situate the role of the civil society in Africa's desire for a quality leadership and governance era, with specific case studies covering Nigeria and DRC. The findings suggest that individuals and groups, as the backbone and actors in civil society, should design strategies that are inherently democratic and transparent as a prerequisite to effective action. A transparent and democratic civil society can play an important role as watchdogs to ensure governments are accountable and fulfill their commitments.

METHODOLOGY

The study adopted a desktop methodology. Desk research refers to secondary data or that which can be collected without fieldwork. Desk research is basically involved in collecting data from existing resources hence it is often considered a low cost technique as compared to field research, as the main cost is involved in executive's time, telephone charges and directories. Thus, the study relied on already published studies, reports and statistics. This secondary data was easily accessed through the online journals and library

RESULTS

The results were grouped into various research gap categories namely as geographical and methodological gap.

Geographical Gap

Studies by Mwaniki (2022), Alice (2021), Hoang, Ongolo and Kasema (2020), Wamboi (2019), Mary (2018), Sohail (2016), Soonhee (2015) Tadele (2014) and Dogbe (2013) had geographical gap because they were not conducted in Mali. This implies that the results may be inapplicable in

Mali since the social economic environment of Mali and other countries differ. The current study seeks to address this gap.

Methodological Gap

A methodological gap presents itself in this study, for example Mary (2018) conducted a study to determine the effect of leadership skills, leadership experience, leadership control and leadership style on performance of Compassion International projects in Kitui County. Descriptive research design was adopted for this study. Data was collected by use of questionnaires which were sent via email to the respondents Mathieu (2017) conducted a study to understand the donor funding project's sustainability process and to assess its level of sustainability in Mali. Sustainability was examined through its different determinants, phases, levels and contexts. These were explored using qualitative interviews to discern, via critical events and stakeholders. This two studies presented a methodological gap since our study will utilize a desktop research methodology.

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Globalization has impacted global leadership and practices. Organizational structures and financial systems have evolved to keep up with the insatiable appetite created by global trade. The increased interaction between different cultures has often produced tensions. While technology has allowed organizations to participate in international business and prosperity, the wealth has not been evenly distributed. This has raised ethical concerns. Globalization has had a profound effect on leadership and governance in Mali. The introduction of new technologies and the spread of new ideas and practices have enabled leaders to access information and resources that were previously unavailable, and have enabled citizens to have a greater say in how their country is governed. This has resulted in increased transparency and accountability in the governance of Mali, as well as improved services for citizens and increased economic development. Globalization has changed the nature of leadership, the role of the state, and the implications for global power dynamics. Global leaders must now be more adaptive and flexible, capable of navigating a wide range of complex issues and developing innovative solutions.

RECOMMENDATIONS

The impacts of globalization on leadership and governance in Mali are far-reaching and have the potential to cause serious damage to the country's economic and social stability. As a result, it is important for the government of Mali to take proactive steps to address the challenges associated with globalization and ensure that the best interests of its citizens are served. The first step that the government of Mali should take is to develop a comprehensive strategy to promote economic development and diversification. This strategy should be aimed at promoting greater investment in local businesses, stimulating foreign direct investment, and encouraging entrepreneurship. This will help to create jobs and boost economic growth, which will, in turn, improve the quality of life for both citizens and businesses. Additionally, the strategy should focus on improving the country's infrastructure, including transportation, communication, and energy networks, in order to create a more conducive environment for business. The second step is to promote greater transparency and accountability in the country's governance. This involves establishing clear laws and regulations that protect the rights of citizens and businesses and ensure that the government is responsive to their needs. Finally, the government should work to ensure that the country's leadership is prepared to effectively manage the impact of globalization.

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