

REVIEWER'S REPORT

Manuscript No.: IJAR-53711

Date: 9/08/2025

Title: "TRANSFORMATION OF CONTEMPORARY LEADERSHIP IN 21ST CENTURY"

Recommendation:

Accept

Rating	Excel.	Good	Fair	Poor
Originality		√		
Techno. Quality			√	
Clarity			√	
Significance			√	

Reviewer Name: Dr Abdul Haseeb Mir

Date: 9/08/2025

Reviewer's Comment for Publication.

The article presents a timely and comprehensive exploration of how leadership has transformed in the 21st century, particularly under the influence of technology, globalization, and the Fourth Industrial Revolution (4IR). It highlights the shift from traditional, hierarchical leadership to more adaptive, inclusive, and technology-driven models that prioritize emotional intelligence, collaboration, and innovation. The strength of the paper lies in its integration of theoretical perspectives with practical insights, such as the impact of Artificial Intelligence, IoT, and big data on leadership practices. By examining both the positive aspects of contemporary leadership and the challenges of toxic leadership, the article provides a balanced and critical view. Its global outlook, linking leadership with organizational behavior, ethics, and technological adaptation, enhances its relevance for scholars and practitioners. The work is clearly structured and well-referenced, though at points it could be more concise to avoid repetition. Nevertheless, it offers significant scholarly value by bridging leadership studies with technology and organizational change. Overall, this article contributes meaningfully to current debates in management and leadership studies, making it suitable for publication.

Detailed Reviewer's Report

This paper, titled "Transformation of Contemporary Leadership in the 21st Century," provides a comprehensive and highly relevant examination of the evolution in leadership paradigms driven by

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technological, social, and economic changes. It successfully connects leadership development to major contemporary forces such as the Fourth Industrial Revolution (4IR), artificial intelligence, the Internet of Things, and globalization. The document covers a wide range of subtopics, including toxic leadership, collaborative and collective leadership models, and the growing influence of technology on leadership functions.

The paper is well-organized, with a clear structure that includes an abstract, introduction, literature review, methodological overview, and dedicated sections on technology's influence, historical industrial revolutions, toxic leadership, and modern leadership characteristics. This logical flow enhances readability and allows the reader to follow the argument with ease. Another strength is its blend of theoretical frameworks—such as transformational, transactional, and charismatic leadership—with practical insights into the traits and challenges facing today's leaders. The section on toxic leadership is especially thorough and actionable.

The author supports the discussion with real-world examples, such as the failures of Kodak and Nokia, and includes an extensive list of references. The future-oriented perspective on trends like quantum technology, AI ethics, and virtual leadership also adds value for readers interested in next-generation leadership.

However, the paper has several areas that could be improved. There is noticeable repetition of key ideas, such as the definition of contemporary leadership and the role of AI, which affects the flow and conciseness of the writing. Occasional grammatical errors and awkward phrasing suggest that language polishing would enhance clarity and professionalism. While the scope is broad, some topics—such as quantum technology and geopolitical volatility—are mentioned only briefly; greater depth in selected areas would strengthen the paper's impact.

Additionally, some references are from online sources without full academic citation details, which may affect credibility. Incorporating more peer-reviewed journal articles and books would bolster the scholarly rigor. The text refers to figures that are not included, such as illustrations of AI applications; adding visual aids would reinforce key concepts. Finally, the conclusion would benefit from a stronger synthesis of the paper's contributions and a more forward-looking agenda.

Key contributions of the paper include its emphasis on the shift from command-and-control to collaborative, empathetic, and technologically fluent leadership. It underscores the growing importance of emotional intelligence, ethical stewardship, and inclusivity, while providing a detailed taxonomy of toxic leadership traits and mitigation strategies. The paper also effectively links leadership development to global trends like digital transformation and mental well-being.

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To enhance the paper, the author should revise for conciseness by reducing repetitive passages, incorporate more data or case studies to support claims—such as statistics on AI's impact on jobs—strengthen references by using more scholarly sources, include visuals such as charts or models to illustrate frameworks, and expand on practical implications for leaders in specific sectors like education, healthcare, or technology.

Recommendation: Accept with minor revisions.

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