

A Pest Analysis of Dynamic Leadership During a Crisis in the ASEAN Region

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ABSTRACT

The impact and changes due to unprecedented internal and external events lead to challenging scenarios global leaders are forced to face. The COVID-19 crisis presented significant challenges to leaders in all organisations and countries. This study presents how the Association of Southeast Asian Nations (ASEAN) leaders responded to the pandemic by exhibiting dynamic leadership. The theoretical grounding for this study is dynamic leadership. The dynamic leadership theory is based on the vision, traits, and creativity that leaders must possess to emerge as effective decision-makers amidst change. This study employed content analysis and literature review to conduct a PEST analysis evaluating the political, economic, social, and technological factors among ASEAN countries amidst the COVID-19 crisis (2019-2021). This study particularly examined ASEAN leaders' responses to these changing factors. The findings reveal how leaders integrated transparency in ASEAN, further demonstrating the interconnections and relationships between followers and leaders. The attitude and behaviour of leaders are crucial in navigating crises for organisations to enhance the quality of leadership outcomes. Strong cooperation and dialogue between ASEAN member countries are crucial to surviving post-pandemic economic disruptions. The overview of the context and impact for the pandemic provides a vantage point of how the actions and changes of leaders are important factors in ensuring nationwide survival and sustainability.

Keywords: Crisis, dynamic leadership, PEST analysis, traits

ARTICLE INFO

Article History:

Received: 07 August 2023

Accepted: 10 November 2023

Available online: 01 December 2023

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INTRODUCTION

The Coronavirus pandemic had become one of the most unpredictable events of the century. The impact that the pandemic had on society was unprecedented. There has been a growing interest in exploring dynamic leadership as one of the key features required in facing sudden societal changes. Literature regarding dynamic leadership has shown their relationship in addressing other fields, such as governance and sustainability (Gyang, 2020; Sarla, 2020; Hancock et al., 2021). Initial studies have viewed dynamic leadership as the ability of the leader to facilitate changes in their team through collaboration, trust, and respect to achieve their respective goals (Greenfield, 2007). Dynamic is the context of a situation when an event outcome can be changed due to the behaviours of its members (Teece et al., 1997).

Management and leadership are people who are subsequently designated and assigned the principal role of handling particular people or organisations in achieving certain objectives (Lather et al., 2009). These people are trusted with positions and power that can be used for betterment. Conversely, it can be used abusively in their organisations or society (Sankowsky, 1995). The role of leaders within an organisation and society would constantly have a large context as each leadership style or practice could potentially influence the outcomes (Engelbrecht et al., 2017). Practical leaders would be individuals who prefer to delegate authority, direct their followers, and carefully manage the well-being of their organisations (Olmstead, 2000).

The study investigated the characteristics and elements of dynamic leadership. It examined its implication for real-world events in Southeast Asia nations or the Association of Southeast Asian Nations (ASEAN) region. The background theoretical approach was examined thoroughly by explaining the dynamic systems theory (Flam & Powell, 2009). Information from prior literature provided the concept and structure used in this study. Utilising the theoretical approach in the areas of leadership was sound and supported through the use of political, economic, social, and technology (PEST) analysis (Sammut-Bonnici & Galea, 2014). The study subsequently correlated current events involving leaders and analyse their approaches and adjustments in handling crises such as the pandemic.

The Dynamic Systems Theory

The dynamic systems theory is related to understanding how phenomenon changes over time and identifying the patterns of change that would repeat themselves or remain constant (Thelen, 2005). Dynamic refers to the ability of the individual, group of people, or organisation to adopt a process that would have a significant change or impact (Spender, 1996). In contrast, the situation would not be dynamic when people are not moving, or no actions are taken. A need exists for the current and future leaders to adopt changes to become dynamic. The need for dynamic leadership enables them to have a high context of visions, traits, and creativity to become effective decision-makers. Another approach in terms of learning believes that leadership is a developmental process that can be nurtured and cultivated, such as plants and trees (Isaac Mostovicz et al., 2009). Their observations indicated that leaders are responsible for the paths and destinations and the end results often depend on the choices made.

The Leadership Theory

The leadership theory attempts to explain the type, approach, and execution of leaders that would impact their surroundings (Northouse, 2012). The leadership theory commonly focuses on traits such as leader-follower or member exchange theory and transformational, adaptive, strength-based, ethical, servant, charismatic, and other forms of leadership (McKee, 1991; Huberts et al., 2007; Muresan et al., 2010; Zahari et al., 2020). Different works of literature have categorised leadership styles as supporting, coaching, changing, directing, authoritative, participative, capitalism and other forms of leadership (Dovey, 1997; Savolainen, 2000; Kezar & Wheaton, 2017). The three questions posed in the areas of dynamic leadership respond to the basic constructs of what, how, and why in order to explain the relationship between leadership and the successful handling of critical environments (Whetten, 2002). The ‘what’ in dynamic leadership refers to the constructs of components used in defining dynamic leadership. ‘How’ reinforces the assumptions made through the framework, and ‘why’ are the realisation of why the relationship occurs. Analysis and observations are made on a leader’s actions and their effectiveness in unprecedented situations.

Traditional Leadership versus Dynamic Leadership

The traditional leadership style is associated with leaders that have distinct patterns in their ways of exercising power. They are assumed to be more authoritative in their actions than non-traditional leaders (Eagly & Johannesen-Schmidt, 2001). The post-world war gender association of leaders shows women’s struggles in being recognised as a leader (Watson et al., 2005). Nevertheless, the struggle continues for most women in other countries that face deterrence in their societal acceptance of women’s leadership (Jacobs & Schain, 2009). Millennials tend to accept diversity and are commonly seen as champions of equal distribution (Andert, 2011). Table 1 categorises three leadership types and lists the associated traits.

Table 1: Leadership Style Comparison

Traditional Leadership	Transformative Leadership	Dynamic Leadership
Authoritative	Empowerment	Result Orientated
Bureaucratic	Improve motivation	Teamwork
Autocratic	Innovative	Corroborative
Reactive	Proactive	Strategic Planning
Structure-Based	Change Management	Transparent
Rewards	Charismatic	Process Driven
Punishment		Resilient
Responsive		

Source: (Molero et al., 2007; Tucker & Lam, 2014; Kezar & Wheaton, 2017)

Table 1 enlists the direct differences between traditional, transformative, and dynamic leadership. The values are different in nature as these changes differ according to most periods. Traditional leadership, which is authoritarian in nature, was needed in the pre-war and post-war periods to ensure the success of the leaders’ own nation and society (Colaresi, 2004). Industrial and technological change required transformative leadership as countries race for arms or industrial advancements (Nelson & Wright, 1992). The three economic crises that occurred within the past 50 years have significantly changed the overall landscape economically and socially. The recent COVID-19 experience has enabled regional leaders to coordinate and implement effective responses to reduce the impact of the pandemic (Nguyen et al., 2022). Improvements can be made in achieving the overall recovery and stability of the region through an effective leadership approach.

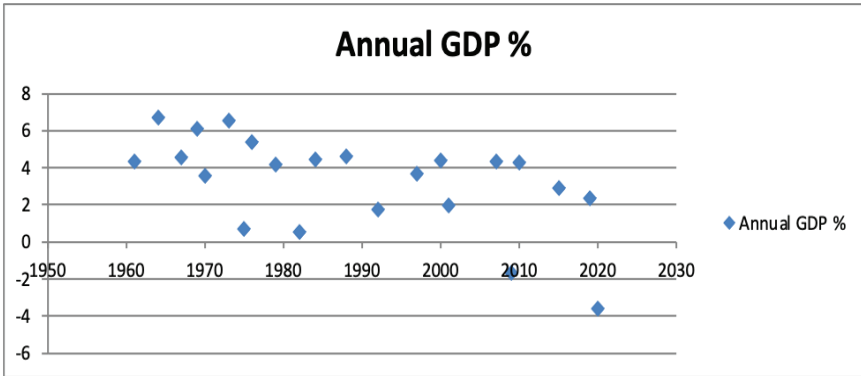


Figure 1: Annual GDP Percentage (1960-2020)

Source: (The World-Bank, 2021)

Figure 1 shows the annual Gross Domestic Product (GDP) per capita based on the percentage of countries worldwide in its entire performance. The figure illustrates that the shocks in the economy had a significant impact on the world GDP output. The oil price instability and crisis in the 1970s, 1980s, and 1990s severely affected the world GDP performance (Hamilton, 2011). The Asian financial crisis in 1997 caused by the financial meltdown also affected the world GDP performance as most developed countries relied on global connectivity (Goldstein, 1998). Further regulatory improvements were made to prevent the crisis from re-occurring in most countries (Radelet et al., 1998). The global economic crisis between 2007 and 2009 was also caused by unhealthy financial regulations and underestimations of capital risks, leading to various global organisations’ economic meltdowns (Lin & Edvinsson, 2010). The 2020 GDP performance reflected a negative performance due to the pandemic, which is worrying and needs to be addressed to ensure the sustainability of future global economies. The need for a paradigm shift should be observed in the context of traditional, transformative, and dynamic leadership.

As stated above, this study explored the dynamic of actions of leaders facing the challenging tasks of handling the crisis in the Southeast Asian region in the context of world leaders. This section elaborates on the role of leaders in handling each crisis and how each action of these leaders can withstand sudden and unpredicted shocks.

Leaders Responsibility

The global leaders in the Southeast Asian region are each faced with unique challenges that are different in nature. The pandemic is not similar to conventional warfare and is inclined towards biological warfare. Each country adopted different strategies in the initial stages of the pandemic. Although research of atmospheric environments in the Southeast Asian regions revealed clear improvements, the impact on economic sectors was unimaginable (Kanniah et al., 2020). Countries such as Malaysia, the Philippines, Singapore and Thailand had employed specific stimulus strategies to cushion the impact of the pandemic on the economy (Menon, 2020). The leaders faced challenges in ensuring that all members of society benefited from the stimulus distributed.

The issuance of moratoriums was a common strategy to reduce the impact on the financial market (Lee et al., 2020). The moratoriums were aimed to help common household owners facing sudden challenges posed by the economy. These micro and small factors contribute greatly to the overall economic scenario. The emphasis on competent leadership has been highlighted as one of the factors that led some countries to handle the crisis effectively (An & Tang, 2020).

Comparative Analysis of Leadership Style of ASEAN Countries

This study reviews the literature and materials related to ASEAN countries based on their actions in addressing the impact of the pandemic. These findings are structured and presented based on the PEST factor analysis (Sammut-Bonnici & Galea, 2014). The data for the comparative analysis of ASEAN countries was drawn from the type of leadership structure employed in the country, political system, pre-pandemic GDP 2019, peak-pandemic GDP 2020, and post-pandemic 2021. The data was obtained from the World Bank national accounts, United Nations country reports, the Organisation for Economic Co-operation and Development (OECD) ASEAN report, World Bank Data Report, and the Sustainable Development Report for ASEAN countries.

Table 2: ASEAN Country Structure

Country	Brunei Darussalam	Cambodia	Indonesia	Lao PDR	Malaysia	Myanmar	Philippines	Singapore	Thailand	Vietnam
Head of State	Sultan and Yang di-Pertuan Negara	King of Cambodia	President	President	King of Malaysia	President	President	President	King of Thailand	President
Head of Government	Sultan and Yang di-Pertuan Negara	Prime Minister	President	Prime Minister	Prime Minister	Prime Minister	President	Prime Minister	Prime Minister	Prime Minister
Political System or Government System	Unitary Islamic Absolute Monarchy	Unitary dominant-party Parliamentary Elective Constitutional Monarchy	Unitary Presidential Republic	One-Party State	Democratic Constitutional Monarchy	Military Junta	Constitutional Republic	Parliamentary Republic	Constitutional Monarchy and Parliamentary Democracy	One-Party State
GDP 2019 (USD Billion)	13.4	27	1,119	18.8	365	79.8	376	374	544	261
GDP 2020 (USD Billion)	12	25.8	1,059	19.1	337	76.19	361	339	501	271
GDP 2021 (USD Billion) Estimate	15.69	26.08	1,186	19.38	371.11	75.8	385.74	378.65	546.22	368

Source: (Organisation for Economic Co-operation and Development, 2015; Crocco, 2021; Statista, 2022; The World Bank, 2022)

The ASEAN countries comprise a political and economic union comprising ten member states in Southeast Asia to promote intergovernmental, economic, and cultural exchange and maintain peace in the region (Crocco, 2021). Table 2 represents the information concerning each country with different forms of the head of state, government leaders, political or government system and GDP performance. The GDP for 2019 was recorded during the early period of the pandemic, while 2020 was the peak-pandemic period. The 2021 period was the post-pandemic period. The GDP performance and estimations reveal that each member ASEAN country was heading towards economic recovery. The pandemic had a major impact on economic performance towards the end of 2019 and 2020.

Most member countries registered a negative growth except for Lao PDR and Vietnam. Labour and employment in Lao PDR were based on an agrarian society where 80% of the population relies on agriculture (Mana et al., 2020). The agrarian-based economy had led the country to be non-reliant on the global import of external resources such as agricultural food products. On the other hand, Vietnam had been aggressively expanding their exports and focusing on local technological product production, which had positively affected its economic progress (Naomi Xu, 2020). This study examined the effectiveness and categories of leadership styles these leaders' exhibited and the commonality of these actions throughout the pandemic period.

The common factors were analysed using the PEST analysis by considering the source of changes in PEST factors made during the pandemic period by each leader (Sammut-Bonnici & Galea, 2014). These factors were evaluated according to similar actions undertaken by the leaders of each of the member countries.

Table 3: PEST Factor Analysis

Political Factors	Economic Factors	Social Factors	Technological Factors
Stability	Maintaining economic productivity	Health and mobility	The digitalisation of the society and economy

The factors in Table 3 were selected based on literature analysis on the subjects and factors frequently discussed in academia during the pandemic (Al-Omoush et al., 2020; An & Tang, 2020; Bartik et al., 2020; Dev & Sengupta, 2020; Kanniah et al., 2020).

Stability

Political stability is the key feature and indicator of measurement that a nation has achieved peacefulness and prosperity. Political stability is associated with the absence of violence, indicating that the country has low rates of civil conflict and violent behaviours (Hurwitz, 1973). Studies have measured political stability in index form and its impact on society (Hurwitz, 1971; Dowding & Kimber, 1983; Goldsmith, 1987; Gordell, 2021). Previous work has highlighted that political stability is highly related to economic development, where a stable government would ensure consistency in policies and actions taken for development (Goldsmith, 1987). Key factors learnt during the pandemic were that the governments used the threat from the pandemic to calm political rivalries, as the pandemic is a common enemy for everyone in society (Yusuf, 2020). Nevertheless, risks exist as riots can potentially occur and further cause economic damage to the country with too much government control.

Research Framework

The research framework of this study was the examination of dynamic leadership within the context of the unprecedented COVID-19 crisis, specifically focusing on the responses of leaders within the Association of Southeast Asian Nations (ASEAN). The dynamic leadership theory served as the theoretical foundation, emphasizing the essential qualities of vision, traits, and creativity that leaders must possess to effectively navigate and make decisions amid significant change. The study expounded that the attitudes and behaviours of leaders play an important role in guiding organisations through crises, ultimately influencing the quality of leadership outcomes. Furthermore, it emphasized the necessity of strong cooperation and dialogues among ASEAN member countries to navigate the challenges of post-pandemic economic disruptions. By providing an overview of the context and impact of the pandemic, the research established a vantage point for understanding how leaders' actions and adaptations are crucial factors in ensuring the survival and sustainability of nations on a broader scale as projected in Figure 2.

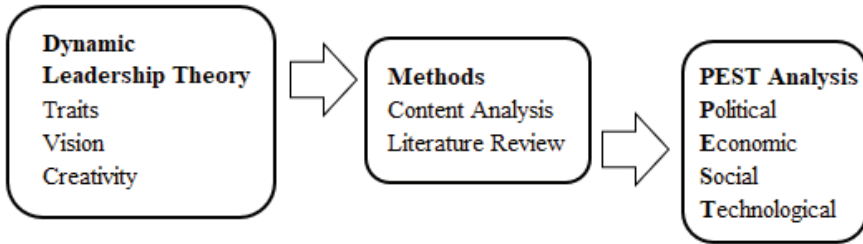


Figure 2: Research Framework of Dynamic Leadership in ASEAN's Response to the COVID-19 Crisis

Stability

Most countries in Southeast Asia had not witnessed any drastic regime change. As per the information presented in Table 4, elements of traditional, transformative, and dynamic leadership were present in these countries. Traditional leadership of maintaining rule in the organisations or parties could impact regional political stability. Transformative leadership is associated with leaders that have fulfilled the criteria to have and obtain the necessary support to implement regime changes, such as in Malaysia, Thailand, and Vietnam. In Malaysia, the change was made by obtaining sufficient numbers of support from parliament members to form the government. A charismatic leader was needed to obtain support from members of parliament (Hazlin, 2021). A military coup that occurred in Myanmar after the 2020 Myanmar General Elections saw a leadership change in February 2021 (Manny, 2021). Using power, such as the military in Myanmar, enabled regime change in the government (Manny, 2021).

Thailand also held general elections that legitimised the new government through the election (Randy, 2021). Dynamic leadership can be observed through elections where the representatives are required to show their results, teamwork with other party members, corroborate and align the planning process, conduct strategic planning, create a transparent election result, and, importantly, a process-driven objective. If the members of the elected representative are unable to exhibit these leadership qualities, they face the risk of being overthrown or losing in the next general elections. Other risks also emerge from protests and riots over alleged unfair election processes (Alan, 2019; EC, 2019; Hazlin, 2021; Manny, 2021; Randy, 2021). Thus, the possibility of political instability could arise and affect the overall prosperity of the nation when one of the values of leadership style is neglected.

Table 4: Political Stability Outlook for ASEAN Countries 2019-2021

Country	Brunei Darussalam	Cambodia	Indonesia	Lao PDR	Malaysia	Myanmar	Philippines	Singapore	Thailand	Vietnam
Leadership	No change	No change	No change	No change	i. March 2020 change in government leadership ii. August 2021 change in government leadership	February 2021 military coup, new leadership	No change	No change	A new government since the Thai coup d'état	New President 2021
Elections between 2019 to 2021			Presidential election 2019	February 2021	Only state elections	2020 Myanmar General Election	2019 Philippine general election	2020 Singaporean general election	2019 Thai general election	2021 National Assembly of Vietnam election
Political protests between 2019-2021			May 2019 Jakarta protests		August 2021	March 2021	July 2019		July 2021	
Leadership Style	Type Of Leadership Style Associated in These Countries									
Traditional	Authoritative, Bureaucratic, Autocratic, Structure-Based, Punishment, and Responsive									
Transformative	Empowerment and Charismatic									
Dynamic	Result Orientated, Teamwork, Corroborative, Strategic Planning, Transparent, Process Driven									

Source : (Alan, 2019; EC, 2019; Dipanjan Roy, 2021; Hazlin, 2021; Manny, 2021; Mu, 2021; Randy, 2021)

In Southeast Asia, many countries have experienced political continuity without drastic regime changes. Table 4 outlines the coexistence of traditional, transformative, and dynamic leadership elements across the region. Traditional leadership, focused on maintaining rule within organisations or parties, has implications for regional political stability (Emmers & Le Thu, 2021). Meanwhile, transformative leadership, exemplified in countries like Malaysia, Thailand, and Vietnam, involved leaders meeting criteria and garnering support for implementing regime changes (Bukusi, 2020). For instance, Malaysia witnessed a change in government achieved by securing parliamentary support, with a charismatic leader crucial in obtaining such backing. Conversely, Myanmar underwent a leadership shift through a military coup following the 2020 General Elections in February 2021, outlining how the use of power, as seen with the military, can drive regime changes (Stokke & Aung, 2020).

Thailand, too, experienced a legitimate change in government through general elections. Here, dynamic leadership emerged, evident in the electoral process demanding representatives to demonstrate teamwork, strategic planning, transparent election results, and a process-driven objective. The absence of these leadership qualities poses risks, ranging from potential overthrow or electoral defeat to protests and riots over perceived election irregularities. Neglecting such values in leadership styles may lead to political instability, adversely impacting the overall prosperity of nations in the region (Alan, 2019; EC, 2019; Hazlin, 2021; Manny, 2021; Randy, 2021).

In this context, the diversity of leadership styles in Southeast Asia reflected dynamic leadership characteristics. Traditional leadership focuses on stability, while transformative leadership necessitates adaptability to secure support for regime changes. Dynamic leadership, particularly observed during elections, underlines the importance of collaboration, strategic planning, and transparent processes. The viewpoint-based leadership styles in these countries outlining the delicate balance required for political stability, where neglecting any aspect may lead to challenges ranging from public unrest to the erosion of democratic principles.

Economic Productivity

The global COVID-19 pandemic triggered substantial disruptions across various sectors. Governments implemented lockdown procedures, resulting in reduced business activities. Amidst this, certain Southeast Asian nations demonstrated resilience with positive economic growth between 2019 and 2021, while others experienced significant declines as indicated in Table 2. Small and medium enterprises (SMEs) in the region faced challenges, particularly financial and credit constraints. Governments implemented diverse strategies to mitigate economic pressure, and as the region undergoes economic transition in 2022, key issues such as the role of private consumption, inflationary pressures, and persistent connectivity barriers continue to influence GDP development. Gross Domestic Product (GDP) is a crucial measure in evaluating a country's economic performance. It represents the total value of all goods and services produced within a country's borders over a specific period. GDP serves as a comprehensive indicator, reflecting the overall health and growth of an economy, making it an essential metric for policymakers, economists, and analysts (Jean-Paul & Martine, 2018).

The pandemic caused severe economic impacts by causing a sudden vacuum in certain operations, such as the tourism and airline industry, that had come to a halt (Gössling et al., 2020). The event resulted in reduced business operations following the government's instructions to impose lockdown procedures (Karabag, 2020; Fairlie & Fossen, 2021). Countries that were not affected in terms of their GDP were Lao PDR and Vietnam. Both nations experienced positive growth over the three years between 2019 and 2021. South Asia experienced a negative 4.7% growth in 2020 (United Nations, 2022). Works of literature have identified the challenges faced by SMEs in Indonesia, Singapore, the Philippines, and Malaysia. The studies highlighted that these companies faced financial and credit constraints (Taghizadeh-Hesary et al., 2022). Government leaders in Southeast Asia have employed different strategies to tackle the pressure on economic productivity in the region. The economic transition in 2022 indicated several key issues, such as private consumption, as the main contributor to growth, inflation cost of products, and economic connectivity barriers still existent due to the pandemic (United Nations, 2023).

The ASEAN countries mainly deployed fiscal and monetary measures to ensure that the impact on the economy was dampened. Fiscal policies used by the ASEAN countries included economic stimulus packages to stimulate the economy and reduce the impact of the pandemic (Ridzuan & Abd Rahman, 2021). Monetary policies adopted by the ASEAN countries focused on money supply expansion, control of exchange rates, adjusting interest rates, and monitoring inflation rates (Agustina et al., 2021). Strong leadership values are needed when making decisions for the country. The decisions must be innovative in unprecedented situations. As illustrated in Figure 1, conventional methods may not be effective as impactful events, such as the pandemic, rarely occur. The values of leaders in making decisions are the key to the event, as their decisions would impact the overall performance of the economy. Lessons could be learnt when strong and challenging decisions are made to restrict people's movements in society and close down certain economic sectors, such as tourism and aeroplane industries (Gössling et al., 2020). Collateral damages occur when the leaders decide which economic policies they are inclined to adopt. This situation led to cooperation between ASEAN countries, a factor in handling the crisis through open economic and integration policies by opening markets, sharing information and coordination, and cooperating with relevant stakeholders (Association of Southeast Asian Nations, 2020). This dynamic leadership of cooperating with other countries exceeds prior corporations during a previous economic crisis (Grewal & Tansuhaj, 2001).

Health and Mobility

As the previous section had used GDP as the means of indicated evaluation, the health and mobility of a population serve as crucial indicators for measuring a country's overall performance. The well-being of a nation's citizens is inherently linked to their health, in the context of physical and mental aspects. Monitoring health indicators, including access to healthcare, disease prevalence, and life expectancy, provides insights into the effectiveness of a country's healthcare system and the overall quality of life for its inhabitants. This study had used the evaluation of pandemic reactions such as vaccination rates to evaluate each of the countries performance (Hartigan-go et al., 2021; Hashim et al., 2021). Furthermore, assessing mobility, or the ability of individuals to move freely within the country, reflects societal functionality and the resilience of infrastructure (Cimellaro

et al., 2016). Factors such as transportation efficiency, urban planning, and accessibility contribute to gauging the ease with which people can navigate their surroundings. These health and mobility indicators offer a more overall perspective on a nation’s prosperity, containing both the well-being of its citizens and the functionality of its societal structures.

Pandemics potentially act as a social incubator in society since people were not allowed to express their opinions by protesting in the streets (Censolo & Morelli, 2020). The paper by Censolo and Morelli stated that tensions are nurtured over time, and people who lost their employment during the pandemic highly distrust the government’s decisions. Their dissatisfaction is reflected through protests related to travel restrictions, movement lockdowns, and vaccinations. Although these decisions were made for the betterment of society, there are opposing movements on such causes. A study on the root causes of protests in the United States identified that inequality and the novel coronavirus pandemic further sparked the rebellious nature of society (Iacoella et al., 2021).

Table 5: Mobility and Vaccination Rate for ASEAN Countries

Country	Mobility	Vaccination rate as of first quarter 2022	Policy
Brunei Darussalam	15 th February 2022 - Creation of a Vaccination Travel Lane (VTL)	94.3%	National Recovery Plan Framework
Cambodia	30 th November 2021 - Opening of borders for tourists	86.5%	Cambodia Emergency Response Plan
Indonesia	2 nd January 2022 - Lifted travel restrictions for everyone	53.6%	
Lao PDR	1 st January 2022 - Opening of the border for tourists	58.3%	
Malaysia	1 st March 2022 - Planned reopening of borders	82.5%	National Recovery Plan
Myanmar	28 th February 2022 - Extended international travel restrictions	39.2%	COVID-19 Economic Relief Plan
Philippines	10 th February 2022 - Lifted ban on foreign travellers	60.1%	

Singapore	Implementation of the vaccination travel lane (VTL) for identified countries	87.3%
Thailand	1 st November 2021 - Opened travel to fully vaccinated individuals	71.5%
Viet Nam	15 th February - Proposed full opening of the border to foreign visitors	80.4%

Source: (Center for Strategic and International Studies, 2022)

Southeast Asian countries were not exempted from similar issues in handling unprecedented situations. Table 5 shows the different execution levels regarding policies made by the respective governments. The objective of limiting outside travellers constantly changed over the period from 2019 to 2022. The variation in the new coronavirus strain, Omicron, was a great concern to society (Nesteruk & Rodionov, 2022). The leaders were always aware of the risks and undertake mobility restrictions based on the capability of the respective countries. The ASEAN leaders had resorted to creating a Vaccinated Travel Lane (VTL) among identified low-risk countries (Lai et al., 2022). This attempt by the government was to provide safety measures while allowing incoming foreign travellers to sustain economic development. Neighbouring cooperation within the region was also one of the key important factors for a feasible plan.

Vaccination perception within society is one of the difficult matters that government leaders must handle. Anti-vaccine movement could potentially cause civil unrest as not everyone has the same perspective on a matter (DiRusso & Stansberry, 2022). The study of vaccine hesitancy in Southeast Asia revealed female preference to be not vaccinated and the importance of relaying or communicating accurate news related to the vaccine as the factors of vaccine acceptance (Hartigan-go et al., 2021). The government's role is to relay accurate information on the benefits or side effects that may be incurred through vaccination. There are controversial cases where leaders had not taken up the vaccination, which caused civil unrest and people would become divided on accepting vaccinations.

The Digitalisation of the Society and Economy

The impact of the pandemic on consumer behaviours had accelerated the adoption of digitalisation as a metric for measuring a country's performance (Katz & Koutroumpis, 2012). The advancement of technologies through information and communication served as indicators or metrics measurements on the country's technological development and adaptations. Consumer behaviours studies underscore the transformation of consumption habits, with spending and purchasing decisions increasingly influenced by the prevailing environment (Sheth, 2020). The notable surge in technological applications and innovations, particularly among conventional users, reflected a paradigm shift driven by the necessity for individuals to stay home during the pandemic. The imperative to engage in remote work and conduct business operations from home has developed the reliance on digital platforms. As countries navigated this digital transformation, the extent of their digitalisation became a key indicator of national performance (Satalkina & Steiner, 2020). Factors such as the integration of digital technologies into daily life, the accessibility of online services, and the efficiency of digital infrastructure collectively showed that a nation's adaptability to evolving global circumstances and its commitment to fostering a digitally inclusive society.

The pandemic had shifted the way people spend their money. Consumer behaviour studies stated that consumption habits were converted on how they spend and purchase based on the environment (Sheth, 2020). A sharp rise was observed in technological applications and innovations among conventional users, mainly due to people being required to stay home during the pandemic. They were also required to work from home or remote work their business operations (Popovici & Popovici, 2020). Industries were forced to adopt automation during the pandemic, although there was a sudden surge in demand for electronic products and automotive industries (Marinova & Bitri, 2021). The common issues in the post-pandemic era were related to global chip shortages (Wu et al., 2021), leading to the higher prices of these electronic and automotive goods. National leaders in ASEAN faced strong challenges, especially in the automotive industries, as countries such as Thailand, Malaysia, and Indonesia are global car exporters (Wad, 2009). Thus, the leaders must acknowledge that these countries cooperate when facing such problems or issues. One example would be

assisting and cooperating with neighbouring countries such as Taiwan, the largest semiconductor producer (Sankaran, 2021). These leaders were able to continue to weather through the post-pandemic environment through cooperation and strong dynamic leadership.

Final Remarks

Dynamic leadership can be considered to be one of the key factors impacting an organisation's sustainability and survivability level (Suryaningtyas et al., 2019). Leaders are responsible for setting a tone that can make or break the organisation (Staicu et al., 2013). Further studies in dynamic leadership would possibly reveal other factors that can be used to improve an organisation's levels of acceptance of these behaviours. For instance, organisations and nations that had survived and prospered after the pandemic should be studied and investigated on their success factors. The initiatives taken by the leaders showed that strong leadership capabilities and a dynamic approach are needed to ensure ongoing sustainability for the nation.

Political stability, economic development, health services, and the digital economy are important factors that must be considered in ASEAN markets to emerge as a competitive economy globally. This study addressed several basic questions regarding how dynamic leadership values, quality, and style ensure that they can survive crises, shocks, and unpredictable environments. Through the viewpoint of using PEST analysis, the leadership cycle has shown people worldwide that strong leadership was required during the pandemic, and dynamic leadership factors are important in ensuring that people's lives are not driven into a chaotic environment. Furthermore, the regional ASEAN leaders had shown that their leadership aspects could withstand economic and social challenges that had not resulted in total chaos.

Future Research

The study provided a context insights into the areas involved with leadership. The current scenario indicated the existence of research areas that can be explored by integrating the use and term of leadership style with various combinations of leadership theory. Researchers should undertake

the opportunity to research this area by observing and analysing leadership qualities which are one of the key focus areas of research subjects. Future research should benefit from such findings to provide further opportunities on the subject discussed.

Further thorough research could be undertaken on quintuple helix factors, such as analysing each of the PEST factors, such as the economic development of a country. These research areas can integrate the values of dynamic leadership and further support investigating the factors required by successful leaders in leading an organisation or nation.

Declaration of Conflicting Interests

The author(s) declare no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

ACKNOWLEDGEMENT

The authors would like to thank the Universiti Poly-Tech Malaysia, grant code: 100-TNCPI/PRI 16/6/2 (064/2021), the Accounting Research Institute, and the Malaysian Ministry of Higher Education for providing the necessary financial assistance for this study. The authors wish to express their deepest gratitude to Universiti Poly-Tech MARA for funding the field study in this research: (Grant number: KUPTM.DVCRI.RMC.17.MS (02)). We would also like to thank our Principal Research Project Leader for this research Dr Siti Masitah binti Ashar for the unwavering support. This study was made possible under the joint research grant between the Accounting Research Institute UiTM and Universiti Poly-Tech Malaysia. We appreciate the reviews and comments made by academicians on earlier drafts of the paper. Special thanks to the participants that had been involved in the project. This study was made possible through the cooperation of private organizations in Malaysia. We would like to thank again the Accounting Research Institute (ARI) in supporting the research subject.

Statements on Compliance with Ethical Standards

The author(s) declare that they have no conflict of interest. All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. Informed consent was obtained from all individual participants included in the study.

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