CHAPTER – 1

INTRODUCTION
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1.1 INTRODUCTION

Many people live in this world but only a few leave an everlasting impression in our minds and occupy a permanent position in our memory. They are the ones who left their stamp in history, who we acknowledge as “leaders”.

Leaders have some kind of uniqueness about them. Their behaviors are not only different from others, but have a special appeal for us. They achieve those goals and objectives unthinkable by others with intensity that we cannot help but admire them. An aura of power always seems to surround these people, who cannot fail to awe us. A leader is eventually judged by his or her mettle in crisis. An interesting example is the great Caesar, who thought of conquering Britain, made up his mind and burnt boats and ships to ashes. He and his Roman soldiers had two choices - either to prevail or perish. Caesar prevailed and the Roman ruled Britain for the next four hundred years. There are no readymade destinations, they find their ways and lead others to the destinations.

Leadership is somewhat indefinable quality. It has many dimensions and attributes. “It demands vision, cheerleading, enthusiasm, love, trust, verve, passion, obsession, consistency, the use of symbols, paying attention as illustrated by the contents of one’s calendar, out-and-out drama (and the management
thereof), creating heroes at all levels, coaching effectively, wandering around and numerous other things."

Leadership is defined as influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of common goals in a given situation. Thus, leadership process is a function of the leader (l), the follower (f) and situations (Hollander, 1978):

\[ L = f(l, f, s) \]

Leadership is not confined to one particular area of life. On the contrary, we can find it in all spheres of life. In fact, in any situation in which someone is trying to influence the behavior of another individual or group, leadership is manifested.

1.2 NEED FOR STUDY

Leadership is the catalyst that enables one organization to differentiate itself from another and then not only to endure, but thrive. Peter F. Ducker pointed out that business leaders are the basic and scarcest resource of any business enterprises. We need dynamic and effective leadership for successful running of organizations. In the worldwide survey of 190 executives conducted by Watson Wyatt for the year 1999-2000, 73% of the respondents cited leadership as the key reason for Merger and Acquisition success (Galpin and Herndon, 2000).

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The role and significance of leadership is growing and recognized in this 21st century world. The responsibility of leadership has increased immensely in this fast changing world, more so, in situations where the change is from vicious cycle of ‘poverty’ to ‘cycle of growth’. Bennis noted “to survive in the twenty-first century, we are going to need a new generation of leadership”. Besides, leadership is not confined to business alone but is evident in every form of organizations -- government or private. Leadership affects us every day and in many ways, either by leading or by being led.

The success of an organization is not independent but dependent on many factors, primarily on the effectiveness of the leaders. According to Deming success of an organization is 80% dependent on leadership. Studies on leadership are making significant contributions to the learning of leadership. The learning throws opportunity for understanding leadership characteristics and practices in regions where less study is conducted. In this context, there exist opportunities for leadership study in Manipur. Manipur is a state in the North Eastern Region of India where there is lack of research inputs, especially in leadership, compared to the rest of the country.

The research proposes to study the leadership characteristics of leaders in Manipur. It would also highlight a leadership frame of reference. This would help building leadership concept and context with reference to Manipur. The follower perspective is also incorporated. So the study would enable understanding followership in the leadership context of Manipur. Further, the research would attempt to study the leadership practices of leaders in Manipur. In the process an
attempt would be made to highlight the styles of leadership practices. So the study would make valuable contribution to the knowledge of leadership in general and specially, for the region – Manipur. It is significant because Manipur is a developing economy that needs direction from the Government, as well as public. The status of roles played by the leaders in public and private organizations needs analysis, and interpretation. The research will go a long way in understanding and building leadership context.

1.3 OBJECTIVE OF THE RESEARCH

In line with the need of the study given above, the study attempts to explore and analyze the leadership attributed to the top executives of organizations in Manipur.

In order to serve the stated objective, the study seeks to understand the following sub-objectives:

1. To analyze leadership context and characteristics of the top executives.
2. To find out the leadership practices and styles of the sampled leaders.
3. To understand the leadership attributions of the leaders from the followers’ perspective.
4. To find out the gaps, if any, between the practices of the top executives and expectations of the followers.
1.4 RESEARCH METHODOLOGY

The study is exploratory in nature and attempts to explore and analyze the leadership attributions both from the perspectives of the leaders and the followers. To serve this purpose two samples—one for the leader and another for the follower based on convenience sampling method have been used. The followers are the immediate subordinates of the sampled leaders. The sample size of the study is 25 and covers both the private and public sector. To represent the public sector, eighteen departmental heads including six deputy commissioners of six different districts of the state are chosen. Seven private organizations are chosen as representative of the private sector based on the number of employees and profitability of the organizations. The number has been confined to seven only as the numbers of private institutions which are functioning well in the state are very few.

The required data for the present study is mainly based on the primary sources supplemented by secondary. Primary data are collected through interview cum questionnaire method from the top executives of the selected organizations and from two immediate subordinates of the sampled executives. The questionnaire consists of three parts. The first part consists of eight open-ended questions followed by two parts of close-ended questions--part A and B. Open ended questions have been used so that the choices are unrestricted and provide flexibility to express the inner feelings. The open-ended questions attempt to throw insight into the respondents’ leadership frame of reference. Part A and B consist of questions aimed to understand the leadership characteristics and styles
of the sampled leaders.

In part A and B, Likert Scale with 5 point rating has been used. The data thus collected have been tabulated and analyzed using statistical tools like median score and percentage analysis.

1.5 LIMITATIONS OF THE STUDY

The researcher has made all possible efforts during the course of data collection and personal interview to present as far as possible the attributes of top executives and the immediate followers in the organizations under study. But, studying attribute is quite abstract; it is beyond exact qualitative measurement. Besides, leadership being a complex process having multiple dimensions, an attempt to study it from a particular approach cannot cover the whole magnitude. Surely there are areas which the present study could not cover which could be further researched upon.

1.6 CHAPTER DESIGN

The present study has been designed as follows:

Chapter 1 with the caption INTRODUCTION attempts to introduce the present study. It explains in brief the concept of leadership, the need of the study and the objectives of the research. The research methodology, the limitation and the chapter design are also incorporated.

Chapter 2 titled CONCEPTUAL VISION provides the conceptual framework of leadership, the multiple dimensions and its nature.

Chapter 3 presents THE LEADERSHIP CHARACTERISTICS. The
chapter deals with leadership frame of reference from the leaders' and their followers' perspectives. It also highlights the leadership characteristics.

Chapter 4 under the heading *THE LEADERSHIP PRACTICES AND THE STYLES* provides leadership practices of the sample leader from the leader and their followers' view point. Then specific styles adopted by the sampled leaders in their leadership practices are discussed.

Chapter 5 entitled *LEADERSHIP ATTRIBUTED TO THE TOP EXECUTIVES OF ORGANIZATIONS IN MANIPUR* captures the leadership scenario as per the study undertaken. The chapter also highlights suggestions to enhance the leadership practices in general with specific reference to Manipur.