CHAPTER – III

THE LEADERSHIP CHARACTERISTICS
CHAPTER – III

THE LEADERSHIP CHARACTERISTICS

3.1 CHARACTERISTICS OF LEADER

Characteristic of leadership is viewed as a means to achieve the task of building the followers and organizational build up so as to bring organizational success in long run. A leadership characteristic is built on three main components of organization - the structure, followers and leaders. These components overlap over one another and are inseparable; the area of overlapping represents the leadership domain. (Fig 3.0)

There are two sections in this chapter. The first section serves to understand the leadership frame of reference. The leadership frame of reference is about the broad characteristics of leadership. The next sections highlight specific leadership characteristics.

A sample of 25 organizations in the state of Manipur had been taken for the study. The sample consisted of both public and private organizations. The
top executives of the organizations sampled are categorized as “sample leader” and their immediate subordinates, the “sample followers”. Questionnaires were served to understand the differences or gap, if any, in the leadership frame of reference between the sampled leaders and their followers, to find out the leadership characteristics.

3.1.1 Leadership Frame of Reference

The study on the role model leaders brings out the inner feelings about leadership. This also highlights the respondents’ leadership frame of reference. Open ended questions were used so that the choices are unrestricted and provide flexibility to express the inner feelings about leadership. Further, an open ended question serves to highlight the qualities in general, that a leader should possess. To analyze the leadership frame of reference and to understand the ‘role model leader context’ the questionnaires included five open ended questions. The first question is to identify the leaders admired by the respondents; the second, to know the reasons for admiring a particular leader. The third question is to know the qualities the role model leader possesses, and the fourth, the most important quality that a leader should posses. The fifth is to understand the larger picture of leadership. The five open ended questions throw insight on the respondents’ leadership context – the leadership frame of reference of the sample leader and the follower.

3.1.2 Leadership Frame of Reference of the sampled leader

The sample leaders have highlighted the leader/leaders they admired. They admired prominent persons such as state heroes, national and international
renowned leaders and famous entrepreneurs of the past and present. The majority
admired figure heads, famous persons, who worked for the larger interest of the
nation or the society. The sampled leaders cited the reasons. The respondents were
highly concerned with sincerity, selflessness, humanity, and commitment to serve
people. Respondents cited these reasons for admiring Mahatma Gandhi, Abraham
Lincoln, and Pt. Jawaharlal Nehru. A P J Abdul Kalam has been admired for his
nature and attitude, and Sonia Gandhi for excellent adaptation to the Indian
culture/nationality. She has been admired also for her courage and adaptability
skills. One of the respondents chose his superior as his model leader. The reasons
he had cited are tactfulness in management, integrity and self-control. All the
respondents, except two, chose entrepreneurs – Dhirubhai Ambani and Steve Jobs.
Interestingly these respondents happen to be entrepreneurs. Dhirubhai Ambani has
been admired for creating opportunities and Steve Jobs for innovation whereas
Napolean has been admired for his information acumen.

Few leaders are admired for their achievements. Majority are admired for
their personality and behaviour. So the main reason for admiring the leader is how
the leader achieved the objectives. The respondents are conscious about the
personality and behavioral aspects of the leader than the process of achieving the
objectives. Personality and behaviour influences the outcome. So how objectives
are achieved is the more significant basis for admiring leaders. The role model
leaders faced constraints and hardship. Their objectives are challenging. More than
the objectives, the processes of accomplishing the objectives are appreciable to the
respondents.
Sacrifice has been highlighted as a very important quality that a leader should possess. A leader should have the ability to sacrifice for the organization and people. He should possess a sense of dedication and should be selfless in dealing with situations. Boldness and courage should be reflected in the actions and decisions. According to the sampled leaders, dedication and sacrifice are important characteristics of leaders. So, he or she should work for the larger interest. The leader should be honest, sincere and there should be sense of loyalty. He or she should set examples and show the way to others. A leader is also expected to be a good decision maker. Respondents also prefer the leader to have managerial qualities. He or she should take initiative for bringing about change. The leader should be an ideal, and a role model for the followers.

There are two responses which are exception. A lone respondent has cited good qualification as an important criterion and another, entrepreneurial spirit. These exceptions could be the influences of the respondents’ background. Some of the significant qualities which have not been highlighted are vision, opportunity creation, change, and crisis management.

A probe has also been made to know the qualities of a leader that the Manipur state needs today and it has been highlighted that integrity is an important criterion. According to the sampled leaders, Manipur needs leaders with integrity. The other important criterion is vision. The leader needs to know where he or she is leading the state to. He or she should be a good organizational man. The abilities to take decision, coordinate and exercise control are important. These are managerial aspects. The other quality is power, as a powerful leader can face
uncertainty. So Manipur needs powerful leaders who can manage well, and who can face uncertainty. This may be because of the uncertain situation in Manipur. Such situations demand courage. Courage has been highlighted by few respondents.

3.1.3 Leadership Frame of Reference of the sampled followers

The choices of role model leaders of the employees in the private sector were significant: Lakshmi Narayan Mittal, Dhirubhai Ambani, Warren Buffet, Azim Premji. Interestingly all these role model leaders cited by the sampled followers belong to the private sectors. The choices were based on the following characteristics: global influence, opportunity creation, giving importance to human values, vision, commitment, stamina, flexibility, adaptability, and decision making. Such values are highlighted in the many literatures of effective leadership. They are important for the success of organizations. So the sampled followers were of the view that leaders should have sound knowledge of leadership qualities required for running an organization successfully. Only one respondent from the government sector has a role model who belongs to the private sector – Bill Gate. The respondent admired Bill Gates for technology competency, philanthropic activities and family values. There were no mentions about his achievement in the business domain. So the respondent admired him for his human values. These reasons are different from his counterparts' in the private sector.

Few of the respondents have chosen their supervisors as their role model leaders. They admired the leaders for the following qualities: knowledge, good
listening skill, honesty, management skill, confidence, value of time, control and coordination. These qualities are work related, and win respect and admiration of the followers. They had the opportunity to observe the leadership process, and admired the performance. Majority of the respondents from the government and public sectors chose national and international figures. Mahatma Gandhi symbolizes nonviolence, peace, democratic vision, ideology, selfless and genuine leadership quality. He was the most admired leader amongst the followers, and Sonia Gandhi, the next most popular. Sonia Gandhi was admired for her effectiveness, sacrificing spirit, women empowerment and for proving that women have potential. Leaders who work for the masses are appealing to the sampled followers.

'Vision' has been highlighted as a significant criterion that a leader, in general, should possess. A leader should have a vision. He or she should have the ability to envision the future direction and fashion change. Determination is another important aspect. Without determination and commitment it will be difficult to achieve things. Another important criterion was support from the followers. So the leader needs to be a good motivator and team builder besides being trustworthy and a good counselor for the followers. Leader should have good judgment. The sample followers highlighted that crisis management skill as an important aspect of leadership. The leader should be a good problem solver and one who could face crisis with a calm mind. So he or she should have a sense of balance.
It has been found that one of the qualities of a leader that the Manipur state needs today is integrity. Another important aspect was vision. Manipur requires people with vision. Followers called for changes. So the leader needs to be change catalyst and should be good in managing changes. Followers have highlighted managerial aspects – decision making, control and coordination. The leader should coordinate and control. He or she should be competent in management aspects also.

3.1.4 The Leadership Frame of Reference – A comparison

Sacrifice was one area where both the sampled leaders and followers have agreed as an important characteristic of leadership. Another criterion worth mentioning is team building. It is interesting to note that followers have ideas about the importance of team.

There are some interesting observations about the responses between the sampled followers and the leaders. The followers have highlighted the importance of vision. A leader should have clarity of vision. It has not been mentioned by the sample leaders. Besides, the sample followers have highlighted the importance of trustworthiness and winning the support of the followers. Followers felt that a leader should understand the feelings of others. A leader should respect the dignity of individuals.

Personality, behaviour and conduct of the leaders are the significant reasons for admiring the role models of the sampled followers. Achievement is another significant criterion. However, a comparison between the responses of the sampled leaders and followers throw interesting light. Quite a number of the
respondents among the leaders opted for achievement while most followers admired the conduct, behavior and personality of the role model leaders. It was the process of achievement, rather than the achievement itself, which was appealing to the followers. They were affected more by how things got achieved than what things were achieved. In leadership doing the right things is more important than doing things right. For the followers, doing things right was more important.

To a query regarding the qualities of a leader that the state of Manipur needs today, the responses were similar for both the sampled leaders and followers. This is one situation where both the followers and leaders put themselves in the role of followership, because the question was about the quality of the leader that the Manipur state needs. The question put both the category of respondents in the same frame of reference -- follower's view. That is why the responses follow similar pattern. So in similar situations both have similar responses. Their preferences were similar. It is the role they have played that divides the responses. Empathy will bring about better understanding between the leader and follower.

3.2 LEADERSHIP CHARACTERISTICS

The previous section serves to understand the leadership frame of reference. The leadership frame of reference is about the broad characteristics of leadership. The present section highlights specific leadership characteristics.

Though there are many approaches explaining what makes an effective leader and their unique characters, this chapter focuses on three basic approaches:
First the concept of born-leader, second the behavioral-leader and finally the contingency theory.

The analysis is based on close ended questions related to the trait, behavior and contingency orientation. A set of questionnaire each has been served to the sampled leaders and to the sampled followers. The questions to the sampled followers were about the sampled leaders. This helped to crosscheck the responses of the sampled leaders.

The crosschecking has highlighted the leadership process from the leaders' as well as subordinates' perspectives. Two immediate subordinates for each sampled leader have been cross-examined to describe the characteristics of their leaders. This enabled to highlight the gap, if any, or the similarity in their frame of reference about specific leadership characteristics.

### 3.2.1 Trait Theories of Leadership

The trait approach is one of the first systematic approaches to leadership studies. This approach sought physical, personality, social, background, intellectual traits which distinguish leaders from non-leaders. It suggests that a leader having a certain set of traits is crucial to be an effective leader. (Bass, 1990; Jago, 1982). Personality of a leader is treated as crucial to the leadership process. Stogdill (1948) and Mann (1959) reported that many studies identified personality characteristics that appear to differentiate leaders from followers. Some of the important leadership traits identified by the researchers are intelligence, self-confidence, determination, integrity, and sociability.
In the light of the above discussion, the researcher has attempted to assess the sampled leaders' characteristics in terms of trait approach. For the purpose, nine statements related to leadership personality and traits have been used. The statements were based on the following:

(i) Vision and Direction
(ii) Capacity for detail
(iii) Opportunity and Threat Detection
(iv) Knowledge and Job Confidence
(v) Goal and Challenges
(vi) Courage
(vii) Interaction
(viii) In-born Leadership Qualities
(ix) Complete Picture.

The sampled leaders were asked to indicate the degree to which they stand on a five point rating scale:

Almost Always True (5)
Frequently True (4)
Occasionally True (3)
Seldom True (2)
Almost Never True (1)

Two immediate subordinates for each sampled leader were also cross examined to describe the characteristics of their leaders.
The score on the leader’s table provide information about how the leaders see themselves and the score of the followers highlight how subordinates perceive about their leaders. A brief detail for each parameter and analysis thereof are shown as follows. The table below shows the results of the analysis and the details of the calculations are shown in the Annexure A.

### Table 3.2.1

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leaders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Scale)</td>
</tr>
<tr>
<td>1.</td>
<td><strong>Vision and Direction</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>2.</td>
<td><strong>Capacity for detail</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>3.</td>
<td><strong>Opportunity and Threat Detection</strong></td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>4.</td>
<td><strong>Goal and Challenges</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>5.</td>
<td><strong>Knowledge and Job Confidence</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>6.</td>
<td><strong>Courage</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>7.</td>
<td><strong>Interaction</strong></td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>8.</td>
<td><strong>In-born Leadership Qualities</strong></td>
<td>Occasionally True (3)</td>
</tr>
<tr>
<td>9.</td>
<td><strong>Complete Picture.</strong></td>
<td>Almost Always True (5)</td>
</tr>
</tbody>
</table>

#### 3.2.1.1 Vision and Direction

Leaders are people, who are able to express themselves fully, and see the big picture -- vision. It describes aspirations for the future. Vision is the attribute that drives the leader, the reason and motivation behind the organization. It provides directional momentum and key value priorities that evokes the committed response of subordinates towards their most cherished work aspirations.
Trait theory assumes that leaders possess the capability to envision, and use this competency to differentiate themselves from non-leaders.

The researcher has attempted to study the characteristic of the sampled leaders as regards to vision and direction. The opinions of the respondents regarding 'vision and direction' are shown in Table 3.2.1.1.

It is observed from the table that the median score of the leaders corresponds to the highest scale of response category- Almost Always True with a score of 5 in the five point scale. This shows that the sampled leaders have vision and use the vision to take people along with them.

The sampled followers have also rated in this category. The median score for the followers corresponds to second highest scale of response category- Frequently true (4). This is the second highest rating.

The result depicts that the followers have agreed that their leaders have vision.

3.2.1.2 Capacity for detail

According to trait theory of leadership, capacity to do a detailed analysis of situations is one great character of a leader. It is with this competency that the leader holds and exercises responsibilities. Detailed analysis of situations brings many important and useful information and notice pattern. Leader uses this information for decision making processes. The opinions of the respondents regarding 'capacity for detail' are shown in Table 3.2.1.2.

The median score is Almost Always True (5). This result shows that the sampled leaders have the capacity to do detailed analysis of situations and notice
pattern which might be missed by many. The sampled followers have rated in this
category. The median score for the followers falls at the second highest rating
scale of response category- Frequently true (4).

The result of this analysis pointed out that the sampled leaders have
capacity to do a detailed analysis of situations and notice pattern which might be
missed by many.

3.2.1.3 Opportunity and Threat Detection

Trait theory of leadership holds that most of the time leaders are the first
persons to notice opportunities and threats. They search for opportunities to innovate,
grow and improve. One of the most important qualities of a leader is grasping the ever
changing external organizational issues. This exercise can be done effectively by
analyzing the threats and opportunities arising out of changes and capitalizing on their
strengths. Trait leaders seek out opportunities that will increase their visibility.

It has been observed from Table 3.2.1.3 that the median score for both the
sampled leader and followers correspond to the second highest rating of responds
category-Frequently true (4). This result indicates that the sampled leaders were
the first persons to notice opportunities and threats.

3.2.1.4 Goal and Challenges

Goals are the end points towards which leaders’ activities are directed.
Leaders set their own goals and challenge themselves. Leadership quality includes
setting specific and challenging goals. This activity of leadership reduces stress
and provides motivation for employees. Goal setting and challenging it is one
utmost quality of leadership highlighted in trait theory.
Table 3.2.1.4 shows the responses of the sampled leaders and the followers regarding goal and challenges.

It has been evident from the table that the respondents have highlighted the importance of goal and challenges. The median score for sampled leaders have matched with the highest point of response category – Almost Always True (5). It means that the sampled leaders set their goal and challenge it.

The followers have rated about their leaders in this category at a different scale – Occasionally True (3). According to the rating of the followers, the sampled leaders have slightly overrated their responses on ‘goal and challenge’. According to the followers the sample leaders occasionally set their goals and challenge them.

3.2.1.5 Knowledge and Confidence of Job

Knowledge is one trait of mental capacity which involves the ability to reason, plan, solve problems, think abstract, learn quickly and learn from experience. Knowledge leads to job confidence. Trait approach strongly holds on leader’s knowledge and job confidence differentiating them from non-leaders.

The responses of the sampled leaders and the followers regarding knowledge and job confidence are shown in Table 3.2.1.5.

The median score of the sampled leaders corresponds to Almost Always True (5), and the followers, Frequently True. This result infers that the sampled leaders have complete knowledge of their job and confident about it.
There is a little difference in the median scores of the sampled leaders and followers but both the scores are positive. This infers that the sampled leaders have complete knowledge of their job and they are confident about it.

3.2.1.6 Courage

Leaders are pioneers — people who are willing to step out into the unknown. They are ready to face uncertainty in their leadership process. This leadership exercise needs lots of courage. Courage makes the leader fully aware of the danger and risks, and set to confront the situation and act out of a will born of truth and justice. This is one main characteristic of trait leadership approach.

In the light of the above discussion, the researcher has attempted to study the characteristic of the sampled leaders. The opinions of the respondents regarding 'courage' are shown in Table 3.2.1.6.

It has been found from the table that the median score of the sampled leaders corresponds to the highest scale of response category- Almost Always True (5). This shows that the sampled leaders have highly accepted the parameter 'courage'. They opine that they possess the personality. The median score for the followers corresponds to second highest scale of response category- Frequently true (4). This result is a high positive rating.

The overall result highlights that the sampled leaders have courage to take on what they know are right, regardless of criticism and detractors.
3.2.1.7 Interaction

A trait leader possesses human relations competency. This enables them to motivate the group members and get them to work together. He communicates well with his subordinates and exposes leadership qualities through actions and expressions. He receives loyalty and co-operation from other group members through frequent interactions and conversations.

The responses of the sampled leaders and their followers regarding the above discussed quality are shown in the Table 3.2.1.7. The median score of the sampled leaders is Almost Always True (5). On the other hand, the median score for the sampled followers corresponds to - Frequently True. This is the second highest rating scale.

It can be inferred from the above two median scores that the sampled leaders have frequent conversation with their employees. They possess human relations skills. They are able to motivate group members and get them work together.

3.2.1.8 Inborn Leadership Qualities

According to trait theory leaders are born not made. It suggests that leadership development may be facilitated if an individual begins with certain genetically transmitted qualities.

It is observed from Table 3.2.1.8 that the median score of the sampled leaders corresponds to the third highest scale of response category- Occasionally True (3).
The median score for the followers corresponds to second highest rating - Frequently true (4)

The difference in the median scores of the sampled leaders and followers infers that the sampled leaders have underestimated their inborn leadership qualities, as perceived by their followers. The sample leaders felt that they exhibit the inborn quality occasionally; however the followers observe them exhibiting the quality frequently.

3.2.1.9 Complete Picture

Trait theory of leadership believes that leaders are those who can see the complete picture. They have the capability to envision what the result would look like even before the projects take off. The characteristics of leadership depict that leaders have complete picture in terms of process and priorities.

The responses of the sampled leaders and the followers regarding the parameter-‘complete picture’ are shown in Table 3.2.1.9.

The median score for the sampled leaders falls at the highest scale of response category- Almost Always True (5). This result indicates that the sampled leaders believed that they have the complete picture in terms of process and priorities for the short term and long term.

The followers rated their leaders. The median score is – Frequently True (4). This result infers that the followers have accepted that their leaders possess the complete picture in terms of process and priorities.
Table 3.2.1.10

Trait Approach of Leadership

<table>
<thead>
<tr>
<th>Leader</th>
<th>Follower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response category</td>
<td>No. of respondents</td>
</tr>
<tr>
<td>Almost always true</td>
<td>101</td>
</tr>
<tr>
<td>Frequently true</td>
<td>73</td>
</tr>
<tr>
<td>Occasionally true</td>
<td>33</td>
</tr>
<tr>
<td>Seldom true</td>
<td>12</td>
</tr>
<tr>
<td>Almost never true</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>225</td>
</tr>
</tbody>
</table>

3.2.1.10 Over-view

The above table shows the overall score of the sampled leaders and followers in the study of Trait Approach of Leadership. It has been observed from the table that the median score for the sampled leaders falls at the highest scale of response category. This result highlights that the sampled leaders have high degree of trait characteristics in their leadership approach.

The median score for the sampled followers corresponds to the second highest scale of response category. This result indicates that the sampled followers frequently observe leadership traits in their leadership characteristics.

The sampled leaders related their personal trait factors to leadership effectiveness. Nevertheless, some differences were found between the sampled leaders and the followers on few parameters.
3.2.2 Behavioral Approach of Leadership

The behavioral approach of leadership proposes that specific behaviors of the leaders differentiate them from non-leaders. This approach has attempted to explain leadership in terms of the behavior that a leader exhibits. Research studies have revealed that leadership behavior can be defined along employee-centered dimension and production-centered dimension complementing each other (Kate, Maccoby and Morse, 1957). According to behavioral approach, leadership is an outcome of one's skills and actions, no one is born great but they become great because of their actions.

This section is an attempt to assess the sampled leaders' characteristics in terms of behavioral approach. For the purpose, nine statements relating to leadership behaviors and actions have been used. The statements were related with the following parameters:

(i) Handle challenging situation
(ii) Crisis management
(iii) Responsibility taking
(iv) Collaboration and team building
(v) Humor
(vi) Learning new things
(vii) Tolerate mistakes
(viii) Larger picture
(ix) Role identification.
The opinions of the sampled leaders regarding the above parameters were indicated on a five point rating scale:

- Almost Always True(5),
- Frequently True(4),
- Occasionally True(3),
- Seldom True(2),
- Almost Never True(1).

Two immediate subordinates for each sampled leader were also cross-examined to describe the behavioral patterns of their leaders.

The responses of the sampled leaders and their followers are shown Table 3.2.2. (Refer Annexure B for detail analysis and tables).

The follower’s responses highlight their perceptions about the behaviors of the sampled leaders.

A brief detail for each parameter and the results are highlighted as follows.
Table 3.2.2
Behavioral Approach of Leadership

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leaders (Scale)</td>
</tr>
<tr>
<td>1.</td>
<td>Handle challenging situations</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>2.</td>
<td>Crisis management</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>3.</td>
<td>Responsibility taking</td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>4.</td>
<td>Collaboration and team building</td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>5.</td>
<td>Humor</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>6.</td>
<td>Learning new things</td>
<td>Almost Always True (5)</td>
</tr>
<tr>
<td>7.</td>
<td>Tolerate mistakes</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>8.</td>
<td>Larger picture</td>
<td>Frequently True (4)</td>
</tr>
<tr>
<td>9.</td>
<td>Role identification</td>
<td>Almost Always True (5)</td>
</tr>
</tbody>
</table>

3.2.2.1 Handle Challenging Situation

According to behavioral theory, effective leaders aren't necessarily the smartest people in the room or the company or even on the team, but they have to be smart enough to do their challenging jobs. A leader’s behavior and attitude are reflected when he handles challenging situations.

An attempt has been made by the researcher to study the behavioral characteristic of the sampled leaders through the parameter — ‘Handle challenging situation’. The respondents’ opinions regarding the above mentioned parameter are shown in Table 3.2.2.1.
It has been observed from the table that the median scores for both the sampled leaders and followers correspond to the second highest rating of response category -- Frequently True (4).

This result infers that the sampled leaders feel that they possess intelligence to handle challenging situations and their actions have imprints of judgments. The sampled followers also equally agreed with their leaders' viewpoint.

**3.2.2.2 Crisis Management**

One way to confirm effective leadership is when crisis situations arise. Effective leaders can handle crisis situations comfortably and take decisions with a calm mind. Emotional maturity makes leaders behave with calm mind and calculate reactions to undesirable situations and obstacles. This is one important feature of behavioral leadership theory.

The respondents' perceptions on crisis management are shown in Table 3.2.2.2.

The median class for both the sampled leaders and their followers corresponds to second highest scale of response category-frequently true (4). This result shows that the sampled leaders are favorable with the statement.

The sampled followers have supported their leaders in this mentioned parameter.
3.2.2.3 Responsibility Taking

Leadership is about taking decisions and responsibility bearing. Behavioral leaders take responsibility for failures. They seldom blamed on others for failures rather endorse learning from failures and surprises.

An attempt has been made by the researcher to assess the sampled leaders’ judgment on ‘taking responsibility for failures’. Table 3.2.2.3 shows the respondents rating on the parameter -- responsibility for failure.

It has been observed from the table that the median score for the sampled leaders falls at the highest scale of response category- Almost Always True (5). This result infers that the sampled leaders take responsibility for failures.

The followers have rated about the sample leaders in this category. The median score for the sampled followers corresponds to third scale of response category – occasionally true. There is a gap between the two median scores. According to the sample followers the sample leaders occasionally take responsibility for failure, not always.

3.2.2.4 Collaboration and Team Building

A behavior that describes effective leadership is the ability to collaborate and team building. A leader finds a win-win strategy through collaboration. Team building increases coordinative efforts of leader-members thereby increase the organizational performance.

The sample leaders were asked for their opinions on the correlation between collaboration, team building and success. The responses of the sampled
leaders and their followers regarding ‘collaboration and team building’ are shown in Table 3.2.2.4.

The sampled leaders have rated themselves highest in this dimension. The fact is that the median score for them falls at highest response category – Almost Always True. This result highlights that the sampled leaders see the way to success is through collaborative efforts and team building exercises.

The followers have also rated about their sampled leaders in this category. Their median score corresponds to the second highest rating of response category. The sample followers observed that the sample leaders frequently adopt collaborative efforts and team building.

3.2.2.5 Humor

Sense of humor is a leadership aspect, for working along with people and doing right things. An effective leader use humor to diffuse misunderstandings and bring about a friendly and congenial working environment in the organization.

The researcher has made an attempt to study the characteristics of the sampled leaders through the parameter ‘use of humor to diffuse misunderstandings’.

Table 3.2.2.5 shows the responses of the sampled leaders and their followers regarding use of humor for diffusing misunderstandings by the leaders.

It has been found that the median scores for both the sampled leaders and their followers corresponds to the second highest rating of the responds category-
frequently true (4). This result proves that the sampled leaders frequently use humor to diffuse misunderstandings and bring about a friendly environment.

### 3.2.2.6 Learning New Things

Any observable change in human behavior evidences that learning has taken place. Learning is an art which made man superior to other living beings. Effective leaders are excited by learning processes and find time to learn something new. It has been experimentally proved that leadership can be inculcated through proper training and learning.

In the light of the above discussion, the researcher has attempted to study the behavior of the sampled leaders towards learning new things.

It is evident from Table 3.2.2.6 that the median score for the sampled leaders corresponds to the highest rating of responds category -- Almost Always True. The result highlights that the sampled leaders are excited by learning processes; they find time to learn something new.

Median score for the followers in this category falls at the second highest rating -- Frequently true. According to the rating of the followers, the sampled leaders have slightly overrated their responses on learning new things.

### 3.2.2.7 Tolerate Mistakes

People might commit mistakes in performing organizational activities. Understanding this fact, leaders tolerate mistakes committed by their subordinates. They provide chance for learning and improvement from the mistakes.
The respondents opinions regarding 'tolerate mistakes' is shown in Table 3.2.2.7.

It is observed from the Table 3.2.2.7 that the median score for the sampled leaders corresponds to the second highest rating of response category- Frequently True. This result shows that the sampled leaders have frequently tolerated mistakes committed by their employees.

The followers have also rated about their leaders in this category. The median score for the followers falls at a lower response category- Occasionally true.

So, the sampled followers have viewed that their leaders have occasionally tolerated mistakes committed by them which contradicts leaders' perception.

3.2.2.8 Insight

An important leadership characteristic is 'insight'. This is one behavioral aspect of leadership which makes leaders farsighted in their approaches. A leader sees the larger picture and unique ways of leading.

An attempt has been made by the researcher to assess the behavior of the sampled leaders based on the parameter 'insight'. Table 3.2.2.8 shows the responses of the sampled leaders and their followers regarding the parameter-insight.

It has been observed from the table that the median score for the sampled leaders falls at the second highest scale of response category- Frequently true.
This result infers that the sampled leaders see the larger picture where others may see in narrow terms.

The sampled followers have rated about their leaders in this category. The median score for the followers falls at a lower response category—Occasionally true. The sample follower observe that the sample leader occasionally see the larger picture, not always.

3.2.2.9 Role Identification

The role of a leader is different from a manager. The role of a manager is to accomplish activities and master routines, while leaders’ role is to influence others and create vision for change. "Managers are people who do things right and leaders are people who do the right thing" (Bennis and Nanus, 1985).

In the light of the above discussion, the researcher has attempted to identify the role of the sampled leaders.

It is evident from Table 3.2.2.9 that the median score for the sampled leaders corresponds to the highest rating of responds category—Almost Always True. The result highlights that the sampled leaders are aware of the roles of leadership.

Median score for the followers in this category falls at the second highest rating—Frequently True. The followers’ rating has suggested that frequently the sample leader also exercise managerial role.
Table 3.2.2.10

Behavioral Approach of Leadership

<table>
<thead>
<tr>
<th>Leader</th>
<th>Follower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response category</strong></td>
<td><strong>No. of respondents</strong></td>
</tr>
<tr>
<td>Almost always true</td>
<td>103</td>
</tr>
<tr>
<td>Frequently true</td>
<td>78</td>
</tr>
<tr>
<td>Occasionally true</td>
<td>36</td>
</tr>
<tr>
<td>Seldom true</td>
<td>6</td>
</tr>
<tr>
<td>Almost never true</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>225</td>
</tr>
</tbody>
</table>

3.2.2.10 Over-view

It has been observed from the above Table 3.2.2.10 that behavioral approach is very significant with the median score corresponding to the highest rating of response category. This finding has exhibited that the sampled leaders of organizations in Manipur have strongly felt that leadership flows from an individual qualities and actions. They have the opinion that a leadership characteristic is an outcome of leader’s actions and behaviors exhibited by the leader at different situations.

The median score for the sampled followers falls at the second highest rating scale of response category -- Frequently True. This is a high positive score which indicates that the sampled followers have strongly perceived that their leadership characteristics are behavioral oriented.
3.2.3 CONTINGENCY APPROACH OF LEADERSHIP

Contingency theory of leadership attempts to provide a perspective on organizations and management based on the integration of trait and behavioral theories. Contingency theory starts with the theme of "it depends," arguing that the solution to any problem is contingent on the factors that are impinging on the situation. In other words, the contingency approaches of leadership take the position that there is no one best way to lead in all situations. Effective leadership is contingent on matching a leader’s style to the right settings (Fiedler and Chemers, 1974).

In the light of the above discussion, the researcher has made an attempt to assess the characteristics of the sampled leaders in terms of contingent approach. For the purpose, nine statements were used. The statements were based on the followings parameters:

(i) Take people along
(ii) Exercise alternative options
(iii) Personal problems sharing
(iv) Control of employees
(v) Flexibility
(vi) Ideas presentation
(vii) Acquire leadership qualities
(viii) Stamina, energy and enthusiasm for work
(ix) Time for new things.
The sampled leaders were asked to indicate the degree to which they stand on a five point rating scale regarding the above statements:

Almost always True(5)
Frequently True(4)
Occasionally True(3)
Seldom True(2)
Almost Never true(1).

Two immediate subordinates for each sampled leader were also cross-examined to describe the characteristics of their leaders.

The scores on the leader’s table provide information about how the leaders see themselves and the scores of the followers highlight how subordinates perceive about their leaders. A brief detail for each parameter and analysis thereof are shown as follows. The table below shows the results of the analysis whereas the details of the calculations are shown in the Annexure C.

Table 3.2.3
Contingency Approach of Leadership

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Parameters</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Leaders (Scale)</td>
</tr>
<tr>
<td>1.</td>
<td>Take people along</td>
<td>Frequently true (4)</td>
</tr>
<tr>
<td>2.</td>
<td>Exercise alternative options</td>
<td>Almost always true (5)</td>
</tr>
<tr>
<td>3.</td>
<td>Personal problems sharing</td>
<td>Frequently true (4)</td>
</tr>
<tr>
<td>4.</td>
<td>Control of employees</td>
<td>Frequently true (4)</td>
</tr>
<tr>
<td>5.</td>
<td>Flexibility</td>
<td>Frequently true (4)</td>
</tr>
</tbody>
</table>
3.2.3.1 Taking People Along

The main activity of a leader is taking people along to meet the challenges and gets things done. He makes decisions, allocates resources, and leads the activities of employees to attain the goals of the organization. Contingent leader consistently use an intense, task oriented style that intimidate subordinates to face the different challenging situations coming across their ways to achieve the desired goals.

Table 3.2.3.1 shows the responses of the sampled leaders and the followers regarding the parameter -- 'taking along people'.

The median scores for both the sampled leaders and their followers correspond to the second highest rating of the responds category -- Frequently True (4). This result highlights that the sampled leaders have the confidence to take along people to meet the challenges.

3.2.3.2 Exercise Alternative Options

The contingency approach of leadership propagates that there is no single best way to lead in all situations. This means that the best way to lead is to check all the possible available alternatives.
An attempt has been made by the researcher to assess the judgments of the sampled leaders regarding ‘exercise alternative options’. Table 3.2.3.2 shows the respondents rating on the above mentioned parameter.

It is evident from Table 3.2.3.2 that the median score for the sampled leaders corresponds to the highest rating of responds category -- Almost Always True. The result highlights that the sampled leaders do not give up until and unless all possible options are exercised.

The sampled followers have rated their leaders in this category. The median score for the sampled followers corresponds to second highest scale of response category – Frequently true. There is a gap between the two median scores.

According to the rating of the followers, the sampled leaders have slightly overrated their responses on the exercise of alternative options.

3.2.3.3 Personal Problems Sharing

Contingency approach to leadership highlighted a strong leader-member relationship. One way to develop relationship is sharing of personal problems. Contingent leaders encourage fair communication system and encourage employees to share their personal problems with them so that they can understand each other.

The opinions of the respondents regarding ‘personal problems sharing’ are shown in Table 3.2.3.3.
It is observed from the table that the median score for the sampled leaders corresponds to the second highest rating of response category -- Frequently True. This result shows that the sampled leaders feel that the employees share their personal problems frequently with them.

The followers have also rated their leaders in this category. The median score for the followers falls at a lower response category -- Occasionally True. The followers occasionally share their personal problems with their leader.

According to the rating of the sampled followers, the leaders have slightly overrated their responses on 'sharing of personal problems'.

3.2.3.4 Control of Employees

Control of employees is one important function of leaders. Behavior and characteristic of leadership can be judged by understanding the way how the leader controls the employees.

In the light of the above discussion, the researcher has attempted to study the way how the sampled leaders control their employees.

It is evident from Table 3.2.3.4 that the median scores for both the sampled leaders and their followers corresponds to second highest scale of response category-frequently true (4). This result indicates that the sampled leaders had good control over their employees.
3.2.3.5 Flexibility

Flexibility is one characteristic of leaders which make them able to adjust with different situations. Contingent leaders have the ability to shift their roles rapidly as the situation demands.

The responses of the sampled leaders and the followers regarding ‘flexibility’ are shown in Table 3.2.3.5. It is observed from the table that the median score for both the sampled leaders and their followers corresponds to second highest scale of response category -- Frequently True (4). This result shows that the sampled leaders are flexible and capable of taking many roles as the situation demands. The sampled followers have also endorsed that their leaders have rightly responded in this regard --Flexibility.

3.2.3.6 Ideas Presentation

Leadership is a dynamic process of influencing people to achieve organizational goals. Effective leadership is an account of how effectively the business ideas are being presented and adopted because ideas without actions are undesirable.

In the light of the above discussion, the researcher has attempted to study the characteristics of the sampled leaders. The responses of the sampled leaders and their followers regarding the theme “ideas presentation” is shown in Table 3.2.3.6.

It is evident from the Table 3.2.3.6 that the median score for the sampled leaders corresponds to the second highest rating of response category- Frequently
True. This result shows that the sampled leaders have frequently presented their ideas forcefully, and they see to it that it is adopted.

The followers have also rated about their leaders in this category. The median score for the followers falls at a lower response category—Occasionally true. So, the sampled followers have viewed that their leaders have occasionally presented their ideas forcefully.

3.2.3.7 Acquire Leadership Qualities

Learning is a powerful factor which brings relatively permanent change in one’s behaviors. Some form of experience is necessary for learning. Almost all complex leadership qualities are acquired through learning and experiences. Through learning leaders change their style, and then, their course of actions. Contingent leaders believe in continuous learning process.

From the above discussed fact, the researcher has attempted to appraise the perception of the sampled leaders towards the parameter—‘acquiring leadership qualities’.

It is evident from Table 3.2.3.7 that the median score for the sampled leaders corresponds to the highest rating of responds category—Almost Always True. This outcome shows that the sampled leaders have acquired leadership qualities through experience and learning. Median score for the followers in this category falls at the third highest rating—Occasionally true. According to the rating of the followers, the sampled leaders have occasionally acquired leadership qualities through experience and learning, though there is a slight difference in the ratings.
3.2.3.8 **Stamina, Energy and Enthusiasm for Work**

A leader needs lots of stamina, energy and enthusiasm for work; he or she is the source of strength for the followers. The combination of desire and energy motivate the leaders towards organizational goals. So stamina, energy and enthusiasm for work are important characteristics of contingent leaders.

The respondents have given their opinions regarding stigma, energy and enthusiasm for work, of the sampled leaders. The responses are tabulated and systematic analysis has been carried out in Table 3.2.3.8.

The median score for the sampled leaders falls at Frequently True of the response category. This is the second highest rating scale. This result highlights that the sampled leaders possess stamina, energy and enthusiasm for work.

The median score of the sampled followers falls at occasionally true. This is the third highest degree in the rating scale. According to the sampled followers the leaders have slightly overrated their responses in this discussed parameter.

3.2.3.9 **Time for New Things**

Leadership is a dynamic process. The ideas and concepts of leading and directing are changing continuously. Leaders of today may find themselves obsolete because of the rapidly changing business environment, and therefore they should constantly update themselves. Hence the leader needs to spend more time for new things.
An attempt has been made by the researcher to assess the judgments of the sampled leaders regarding 'time for new things' in order to determine leadership characteristics of the sampled leaders.

Table 3.2.3.9 shows the respondents rating on the above mentioned parameter.

It is observed from table that the median score of the sampled leaders corresponds to the third highest scale of response category- Occasionally True (3).

This result has highlighted that the sampled leaders have occasionally spent more time for new things and less time on analyzing information feedbacks about performances.

The median score for the sampled followers falls at the fourth highest rating of response category – Seldom True. There is a gap between the two respondent classes. According to the rating of the followers, it can be inferred that the sampled leaders have seldom spent more time for new things and less time in analysis information feedback about performance.
Table 3.2.3.10

Contingency Approach of Leadership

<table>
<thead>
<tr>
<th>Leader</th>
<th>No. of respondents</th>
<th>Score</th>
<th>Median score</th>
<th>No. of respondents</th>
<th>Score</th>
<th>Median score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost always true</td>
<td>89</td>
<td>89 x 5=445</td>
<td></td>
<td>Almost always true</td>
<td>79</td>
<td>79 x 5=395</td>
</tr>
<tr>
<td>Frequently true</td>
<td>70</td>
<td>70 x 4=280</td>
<td>Frequently true</td>
<td>107</td>
<td>107 x 4=428</td>
<td>Frequently True</td>
</tr>
<tr>
<td>Occasionally true</td>
<td>40</td>
<td>40 x 3=120</td>
<td>Occasionally true</td>
<td>86</td>
<td>86 x 3=258</td>
<td></td>
</tr>
<tr>
<td>Seldom true</td>
<td>20</td>
<td>20 x 2=40</td>
<td>Seldom true</td>
<td>73</td>
<td>73 x 2=146</td>
<td></td>
</tr>
<tr>
<td>Almost never true</td>
<td>6</td>
<td>6 x 1=6</td>
<td>Almost never true</td>
<td>15</td>
<td>15 x 1=15</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>225</strong></td>
<td><strong>891</strong></td>
<td></td>
<td><strong>Total</strong></td>
<td><strong>360</strong></td>
<td><strong>1242</strong></td>
</tr>
</tbody>
</table>

3.2.3.10 Over-view

It has been observed from the above table that the median score for the sampled leaders’ falls at the second highest scale of responds category—Frequently true. This result highlights that contingency approach of leadership is highly characterized by the sampled leaders under study.

In other words, the sampled top executives of organizations in Manipur have agreed that leadership characteristics changes from situation to situation.

They have looked to the processes by which leaders emerge in different circumstances, e.g. at moments of great crisis or where there is a vacuum. They have also accepted that leaders should be flexible and capable of taking many roles as the situation demands.
The median score for the sampled followers too corresponds to the second highest scale of responds category- Frequently true. This result implies that the responses of sampled leaders are justified by their followers.