CHAPTER I
INTRODUCTION

The present study aims at examining the nature and type of emerging rural leadership patterns on the basis of field work carried out in two villages of Haryana. It also tries to bring out the role of leaders in the life of rural people, and to identify the socio-economic variables affecting emerging leadership patterns in Haryana.

Most of the developing countries of the world are committed to a policy of planned economic and social growth. In many of them, the process of modernization is being pressed at an accelerated pace. In reference to these countries the study of the existing and emerging patterns of leadership has assumed a crucial significance (Dube 1965). Since independence, India has also advocated and adopted the strategy of planned change through democratic institutions. The success of any programme for planned change largely depends upon the responsiveness of the target group and for securing response, it is necessary that people should participate at the planning and execution stages. These involvements can be achieved only through village leaders mainly due to the fact that leaders are part of the system, enjoying the trust and confidence of the local people. In fact, leadership is the basis on which overall development and growth of human society depends. Without effective and meaningful leadership neither purposive change nor profound reforms in the human order are possible.
The role of leadership is particularly important in developing countries like India where masses are illiterate and where it is necessary to achieve certain purposes and goals at a rather rapid pace. Proper leadership is necessary for the ideal functioning of various rural development programmes undertaken by government including special programmes for particular categories of people e.g. scheduled and backward castes, women and children etc. In fact, it can be said very confidently that leadership is one social factor which determine the success or failure of these programmes. In Indian rural society proper leadership is more essential because some kind of enforcement from leader's side is necessary to overcome the forces of superstition and custom.

Field oriented studies of leadership patterns in the villages assume great significance under the national thrust for rural development and the focussed attention on democratic decentralization, in the country. The community development programme was launched after independence which was essentially meant to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance the community's initiative. The introduction of the Panchayati Raj system was the outcome of the realization that the development of our villages is essential for all round progress of the nation and village people must be involved in planning and executing development programmes as nearly 80 per cent of our population lives in villages constitute the poorest section of the society.
Besides community development and Panchayati Raj, land reforms, adult franchise and various developmental plans which aim at the reconstruction of rural society have been enunciated and implemented. People's active participation is at the core of all these programmes and plans. Many of the national programmes for rural development are often called people's programmes with government support rather than government programme with people's support to highlight the importance of people's participation in these plans. The situation looks out for a change-prone leadership through which they could transmit their message and mobilize local initiative. All this requires a new type of leadership - democratic, young, enthusiastic, selfless and modern.

Since the era of planned development was launched over 38 years have lapsed. It is, therefore, pertinent to find out the influence of the planned development on the nature and quality of leadership that has emerged. The social science research in this area is particularly interested in seeking answers to such questions as: How far traditional leadership characterised by upper caste dominance, old age status, male domination, rich and landed sectional membership and hereditary and in egalitarian nature has given way for kind of leadership which is based on equality of status, democratic functioning and individual merit and qualities? What is the role that emerging leadership is playing in social and economic development of rural society? These are some of the questions which the present investigation
concerned with. The major hypothesis guiding the present investigation is that the planned development measures have been able to throw up new type of leadership, which is democratic in nature and change prone in functioning and that it has been able to contribute a great deal in bringing improvement in the socio-economic life of the rural society.

For testing the major hypothesis Haryana state was purposively selected for the study. Since its inception in 1966, the state has achieved a remarkable progress in all walks of life. In the field of agriculture, the food grain production has increased from 25.92 lakh tonnes in 1966-67 to a record production of 82.60 lakh tonnes during the year 1988-89. There were only 4753 small scale industrial units in Haryana in 1966-67 and number has increased to 86,338 such units in 1988-89. The number of large and medium industries in the state have also increased from 162 to 393, during this period. The educational facilities at primary, middle and high/higher secondary level are now available in the state with in the radius of 1.32 km, 2.06 km and 2.58 km, respectively, as compared to 1.60 kms, 3.08 km and 5.06 km, respectively at the time of formation of Haryana. The total number of schools has gone up from 5779 in 1966-67 to 8,382 in 1988-89. There were only 510 sub-centres in the state in the year 1966-67 and the number increased to 2166 in 1988-89. The per capita income of Haryana at its inception was only 1.608 which
increased to 4795 during 1988-89 registering an increase of almost seven times. In all these tremendous achievements rural leadership must have played its role and contributed in these attainments.

No doubt, the state has experienced most rapid development in all walks of life. Still the quality of life has to improve for which many other socio-economic measures would have to be taken and rural communities would have to be organised, educated and inspired for action. This is possible only through the emerging leaders of community. This makes essential to conduct a scientific study of rural leaders in Haryana.

For a better understanding of research problem it will be appropriate to make an analysis of the various approaches and theories of leadership. Ross and Hendry (1957) while reviewing researches on leadership have drawn attention to three theories of leadership: (1) trait or the 'Great Man' theory; (2) leadership as a function of the group; and (3) leadership as a function of the situation.

The earliest studies on leadership were based on the premise that there is something that sets leaders apart from follower - that leaders are born, not made. This theory emphasises that a leader is a person who exerts his influence over a number of persons because of his own personal abilities and capabilities. The direction of group behaviour is shaped by the particular person in the leadership position and that course of events would be completely different if another person were
in the position. Leadership is a general attribute; a specific person is a leader in all situations and at all times. There are few studies which indicate that leader in one task tends to be a leader in other tasks (Gibb 1947; Carter 1953). But there is also evidence which suggests that leadership is not general and enduring. Marsé (1949) concluded that leadership is not a general disposition which assures that a leader in one group will not necessarily be a leader in another group.

The second assumption on which the great man theory rests is that the leader is unique and has some unique background that makes him different from his followers. A large number of studies have sought to identify what traits make a leader. The more commonly identified 'leadership traits' reported by Stogdill (1948) include (1) physical and constitutional factors: height, weight, physique, energy, health, appearance; (2) intelligence; (3) self confidence; (4) sociability; (5) will; (6) dominance; and (7) surgency (i.e. talkativeness, cheerfulness, geniality, enthusiasm, expressiveness, alertness and originality).

The most discerning examination of the relation between these personality traits and leadership demonstrates a complete failure to find any consistent pattern of traits which will characterize leaders (Gibb 1947). Further, Gouldner (1960) points out that the trait theory is quite inadequate in explaining leadership role as the traits are seldom listed, in any
order of importance. Frequently traits mentioned in a single list are not mutually exclusive. Traits associated with achieving leadership are not separated from those associated with maintaining leadership and which leadership traits exists before and which develop after leadership is assumed. Hence, the trait theory of leadership came into disrepute as it failed to explain leader-follower behaviour and provided very inadequate and instable theoretical frame and as such some alternative theories are suggested.

Dissatisfaction with the trait approach has given rise to group-function theory which is mostly based on small group researches. The leadership is rather a group phenomenon and not individual phenomenon as the case in trait theory. All the functions are the leadership functions is the central thesis of this theory. Cartwright and Zander (1953) viewed leadership as the performance of those acts which help the group achieve its objective. Such acts may be termed group functions. In principle, leadership may be performed by one or many members of the group.

Among the many group functions, two are basic in their relation to leadership: (1) goal-achievement and (2) group maintenance. Without the able leader the group cannot achieve these basic goals and as such leadership is always functional to the groups goals. Cartwright and Zander (1953) suggest that
"leadership consists of such acts as those which and in
setting up group goals, moving the group toward its goals,
improving the quality of the interactions among the members,
building the cohesiveness of the group or making resources
available to the group".

Members of group when performing leadership functions
play many different roles. Krech and Crutchfield (1948) have
developed most comprehensive list of leadership roles. They
list the following, thirteen in all: executive, planner, policy
maker, expert, external group representative, controller of
internal relationships, purveyor of rewards and punishments,
arbitrator and mediator, and exemplar, also symbol, surrogate,
father figure, and scapegoat. Redl (1949) proposes a rather
different formulation relating mainly to the group's formation,
maintenance and disruption. He conceives of these functions as
operating through such mechanisms as identification, cathexis,
guilt reduction, impulse control and incorporation of superego.

In essence the view represented in this conception of
leadership is that the leader is the product of the group as a
whole and not of an individual personality. It is the specific
group which makes some of its members as the leaders to fulfill
some of its goals or objectives. Any person among the members
of the group assumes the role of a leader who influences or
motivates or induces members by some of his own deeds to behave
in certain desired manner so as to obtain group goals. Since a
person is member of many groups simultaneously, he assumes the role of a leader in some groups and in some he is only a follower. Once a leader is always a leader is a myth. Bogardus has conceptualized leadership as a phenomenon while writing that "a person becomes a leader when he acts in a superior way in an attack upon, or in defence of, a social value. From sociological point of view, this group theory of leadership is more valid and satisfactory to the extent that it covers the basic reality of 'social interaction' in the group. However, individuals constitute the essential elements and set certain limits to the development of leadership structure. Further, the group itself as a group sets limits, and particularly so as circumstances and settings change through time. It is for this reason, another view of leadership developed.

Dissatisfaction with the trait approach that has given rise not only to an examination of group functions and their relation to leadership, but also to the situation in which the group is located. This situational or time approach shuns the hypotheses that leaders are born, not made, and that leaders determine the situation. Situational theorists espouse the position that particular time or situation determines who will become a leader.

Cooper and Mc Gaugh (1969) have summarised the situational theory. According to them at particular time, a group of people has certain needs and requires the services of an individual
to assist it in meeting its needs. Which individual comes to
play the role of leader in meeting these needs is essentially
determined by chance, that is, a given person happens to be at
the critical place at the critical time. These authors point
out that if Hitler espoused his doctrine in the United States
rather than in Germany, he would probably be thrown in jail or
committed to a mental institution. In Germany, however, the time
and the situation were right for the people to follow the lead
of such an individual.

The situational approach to the study of leadership,
according to Gabb (1954) involves four elements: (i) the
structure of interpersonal relations within a group, (ii) syntality
characteristics of group, (iii) characteristics of the total
culture in which the group exists and from which group members
have been drawn, and (iv) the physical conditions and the task
with which the group is confronted.

After discussing several experiments in which the same
groups were observed working on six different tasks, Gabb suggests
that a group member achieve the status of a group leader for the
time being in proportion as he participates in group activities
and demonstrates his capacity for contributing more than others
to the group achievement of the group goal. It is known that
the situation is especially liable to change through changes in
goals, changes in syntality, changes in inter-personal relations,
the entrance of new members and the departure of others, pressure from other groups and so on. Since individual personal characteristics are by contrast, very stable, it is to be expected that group leadership will be fluid and will pass from one member to another along the line of those particular personality traits which, by virtue of situation and its demands, become for the time being, traits of leadership. This is why the leader in one situation is not necessarily the leader, even of the same group, in another different situation.

Barnlund (1962) also found that when the requirements of the task changed, leadership tended to shift to an individual with more appropriate qualifications. Identification of the leader at a particular time depends on the task on which the group is working. Thus, the situational theory argues that there are no general leadership traits and that the traits making an individual a leader in one situation may not qualify him to lead in another situation.

Group characteristics also have a bearing on the emergence of leadership. The larger the group, the more likely is that a leader or leaders will emerge (Krach et al., 1962). Hamblin (1958) also reported that as a group becomes larger, there is a greater need for a leader. The demands on the leader becoming greater and his influence over others increases.
The situation facing the group will also affect leadership. Rabbie and Bekkers (1979) found that leaders who were threatened with losing their positions of leadership tried to engage their groups in competitive and threatening situations. Apparently they felt that they would be less likely to lose their positions if they caused the groups to perceive an external threat than if no such threat existed.

Another situation that affects leadership is the source of the leader's power i.e. appointed or elected. Hollander and Julian (1970) found that group members expect more from an elected leader than from an appointed leader. People attribute more responsibility for the group's performance to the elected leader than to the appointed leader (Sisti, 1973). Thus, an elected leader may be less secure and more liable to censure for doing a poor job than an appointed leader.

Not only does the situation play an important role in determining who will emerge as leader; it also plays a part in determining how he or she will lead. Sanford (1950) found that authoritarian followers did not want the leader to be group oriented and egalitarian in his approach. They wanted an authoritarian leader.

Thus, situational approach suggests that the situation determines who will be the leader. Although, there is a great deal of support for this position, the situation theory cannot
explain why some people tend to "be in the right place at the right time" more often than others. Although leadership does not seem to be a completely general trait, some types of people do seem to emerge as leaders more often than chance would.

Probably leadership cannot be explained on the basis of either traits, group or situational factors; rather it is the interaction between these factors that must be considered in any analysis of leadership.

After analysing the nature of the problem and theories related with leadership, a brief historical survey of changing pattern of leadership becomes necessary. In traditional Indian society, which had largely been stratified into caste groups with well defined relationships and duties, the leadership had largely been ascriptive and feudal. Authority was rested in persons belonging to certain privileged strata of society. Leaders were invariably drawn from among the higher caste groups and in most of the cases, leadership was an aspect of the hereditary and family functions. The lower strata of society were totally excluded from occupying positions of political, economic and cultural superiority. By virtue of his birth, a low caste man was incompetent to become a leader of the community. Thus, traditional leadership pattern was unusually rigid and strictly ascriptive. Such a rigid pattern strikes deeper roots in societies that are primarily rural. Such a rigid structure provided security of status to all those who yielded to the customary rules and regulations.
Under the British rule the rural communities in India felt the impact of western mode of education, industrialization and resultant urbanization, improved communication, reform movements and social legislation. But this impact was somewhat diffused. It did not change the caste relations. The social and economic needs of the community continued to be governed by the eternal principle of caste. However, the most significant change under the British rule was the strengthening of the hold of feudal lords. Being at the apex of the rural polity, the feudal lords were patronised by the British rule and were given various privileges. The landlord alone was the proprietor of land and all others were his tenants. The landlord had control over other caste people and practically, he was master of his village, who acted through 'Lamberdars' The village 'Fatwari' and 'Chowkider' acted usually under his advice although they were directly responsible to 'Mukhia' the police headman appointed by the administration. Besides, there were caste ronchayat leaders also, who were the decision-makers in the case of social, cultural and ritualistic issues. But the landlords, because of their higher status, also had control over caste ronchayats. This state of affairs continued till the advent of independence.

Regarding the rural leadership patterns in the country, the empirical studies started about three decades back (Phillon 1955, Ramabas 1958). The introduction of new organisations has offered new opportunities for the crystallization of leadership.
The statutory village panchayats under the Panchayati Raj System, the various co-operative societies, the youth clubs and women clubs have all thrown up new leadership situations in village India (Gangade, 1974). Panchayat elections are throwing up new leaders (Singh 1965, Mishra 1977), although rich and traditionally influential persons still occupy the leadership positions (Saikia, 1963). Community development programmes have been found to have influenced the emergence of new patterns (Singh 1965). The new patterns of leadership were helped by a series of developmental activities and the effect of these activities was to widen the base of leadership in the village (Singh 1959).

Ansari (1980) observed that traditional position of power and authority of the upper castes are fast decreasing. An introduction of the modern democratic system of election to the newly introduced statutory organisations and granting of universal adult franchise has gone to create great consciousness for achieving prominent positions of power and village leadership almost among all castes, especially by the caste or caste groups which have greater numerical strength.

Singh (1982) found that as a result of various constitutional measures, the focus of power and leadership in villages has shifted from being ascribed to achieve. It is not the ritual status but the numerical strength and economic dominance that enable members of a group to acquire a place in the village.
panchayat. Attributional qualities like education, occupation, dynamic character, openness to new experiences, adaptability, organisational ability and also political linkages of men enable him to reach leadership positions.

Keeping in view the above discussion, it was felt pertinent and important to take up this study with the following specific objectives:

1. To examine the nature and type of leadership in rural Haryana.
2. To bring out the role of leaders in the life of rural people.
3. To identify socio-economic variables affecting emerging leadership patterns.

Limitations of the study

The study has all the limitations inherent in a students' research project with the time and money constraints. The study could be taken up with a larger sample covering different states in the country. This would have, naturally, broadened the scope of this study. Nevertheless, the study is location specific and the findings of the study are applicable to Haryana only and may not be generalised for other regions. Another limitation which needs to be mentioned is that the investigator did not have an opportunity to attend any panchayat or gram sabha meeting. This could not be done as no panchayat meeting was
attended by any woman member and the researcher was discouraged to attend the meeting for one or the other reason.

The changing pattern of leadership, the qualities of leaders, the functions performed by them and their socio-economic profile, as brought out in this study can be of great practical importance to the planners and executors of rural development programmes. The findings can also be used by academicians and social scientists in understanding the social impediments in social transformation of villages in Haryana.