

## CHAPTER – 2

### RESEARCH METHODOLOGY

#### 2.1 Rationale -

Over the last 75 years most leadership theories and definitions have tended to focus on the individual and personal qualities and attributes required for a leader. Most books on leadership have discussed and highlighted the traits and characteristics of leaders (Appendix 1 Bibliography).

- A. It is therefore felt by the researcher that in the present age, leadership is a complex activity and the external issues have become extremely challenging and daunting. The modern leader in the present age of the 21<sup>st</sup> century has to grapple with a whole lot of complex issues and while the individual traits and the qualities are without doubt very important, there also has to be an understanding of the complex issues faced by humanity today.
  
- B. There is very little precedence available in the literature about issue based leadership. Hence the researcher feels that there needs to be an issue based approach to the leadership and a model has to be developed.
  
- C. Another important point in the external environment today is that technology has flattened the world and we are living in an interconnected world and the actions of leaders have far reaching consequences well beyond their reach and leadership has to be necessarily Global in approach and orientation.

The researcher also feels that the pace of change in the present world today demands that leaders are developed fast enough to cope the unique challenges today. It is for this reason that a frame work is required today for producing Global Leaders.

Due to the points mentioned A, B and C the researcher has felt that today's times calls for the development of a Global Leadership Model which is issue based.

Some earlier study on the development of a Global Leadership Model has been done by Allen J. Morrison of Richard Ivey School of Business, the University of West Orlando (Year 2000).But this is mainly related to company specific competency models.

In this study the researcher is going beyond company specific issues and looking at leadership as a much larger subject and researcher is developing TGLM™ based on present day issues and suggests a framework for issue based Leadership in eight sectors like Government, corporate Universities, Religious and others identified by the researcher.

The researcher is also putting forward many points in the thesis suggesting that as we move forward in a globalizes world, the distinctions between various sectors is getting blurred and increasingly leaders to grapple with complex issues and hence there is a requirement to develop a TGLM™ where the key dimensions are-

- a) Integration
- b) Collaboration
- c) Holistic
- d) Global
- e) Sustainable development

Leadership by its very nature has to show the way ahead in these turbulent times and needs to show all way forward to humanity in the wake of the ever widening complexity of issues.

The TGLM™ is going to be a reference for the development of leaders and provide a framework for developing leader's right from the childhood from the schools onwards.

The primary purpose of this study is to look at leadership in a holistic and integrative manner and shift the focus to the issues which confront humanity rather than on personal traits which have so far been the focus.

## 2.2 Objectives -

Keeping the rationale in mind the researcher has formulated the following objectives-

1. To study at leadership in a holistic manner as an issue based subject by the study of 8 sectors identified by the researcher in Hyderabad.
2. To examine the shifting focus in leadership from the individual to the ten issues identified by the researcher.
3. To evolve a leadership model which can integrate the urgent issues identified by the researcher as crucial for sustainable development.
4. To test the basic hypothesis that in the complex world of today there is a requirement for a leadership model which is based on issues and identified by the researcher as TGLM™.

## 2.3 Hypothesis -

Based on the objectives, the researcher has developed the following hypothesis for testing and validation in the selected area.

1. Leadership is becoming issue based rather than individual centric.
2. An understanding of the effect of the rapid technological changes taking place is essential for leaders.
3. The challenges being faced in different sectors are looking similar and the vision of the leaders is converging on the common issues.
4. An awareness and understanding of the climate change and accompanied environmental destruction is fundamental for leaders. Leaders have to focus on sustainable development and have long term orientation.
5. The rising income disparities and skewed distribution of income among nation/individuals is a challenge to be addressed by leaders.
6. The problems due to conflicts between systems of governance like capitalism, socialism and corporate governance issues have to be addressed seriously by the leaders.
7. The rapid rise in the population levels and the accompanied problems like deterioration of urban infrastructure pose challenges which have to be understood by the leaders.
8. The increasing competition between governments and corporations for the control of natural resources /food grains and strategic energy sources would lead to increased conflicts and roits.The leaders need to have an understanding and awareness and implement solutions on these problems.
9. The problems of low levels of human development indices and widespread hunger, diseases and poverty are challenges which are confronting a vast majority of the population and leaders need to provide a solution to mitigate these problems.

10. There is an enormous strain in the emotional well being of people as a consequence of the rapid changes taking place and leaders need to take this into consideration when implementing their plans.
11. The rise of terrorism, societal conflicts and disillusionment with Institutions and corporations is an issue that leaders have to be aware of and address these challenges and threats and means to counter them.
12. An integrated approach to leadership which encompasses the key issues of the present age is required and this could be called TGLM™.

## 2.4 Methodology -

The researcher has used a combination of Primary and Secondary data in order to collect the data test the hypothesis and draw the relevant conclusions.

Primary data-

1. Personal interview of Top leaders of Organizations and Institutions in an around Hyderabad.
2. Sample questionnaire administered to the leaders in the selected sectors as given in 2.5 (sampling).
3. Personal observations and situational analysis by the researcher.
4. The survey was conducted through a combination of the following -
  - Personal meetings
  - E-mail
  - Posting on Yahoo Groups
  - Posting on [www.surveymonkey.com](http://www.surveymonkey.com)
  - Posting on Google Groups.

### Secondary Data-

1. Literature Survey
2. Previous research work done on the subject
3. Books and Journals (Appendix - 1, Bibliography )
4. Newspaper articles and editorials (Appendix - 1, Bibliography)
5. Internet (Appendix 2 k)

## 2.5 Sampling -

The following eight sectors were selected for the purpose of the study in Hyderabad

1. Corporate
2. Government
3. Universities and Academics
4. Religious and Spiritual
5. Defense and Paramilitary
6. Politics
7. National level Institutions and Research and Development Institutions
8. Professionals (Others)

People working in the position of CEO's, Vice-Presidents, Deans. Others like Professors, scientists, spiritual and religious, Advocates, Doctors, etc. were selected as respondents.

The eminent Organizations and Institutions were taken from each sector to select the respondents. Stratified convenience sampling was used to select the

The above sectors were selected because they are representative of the society and cover all the leaders from different sectors.

(Appendix -6, List of Organizations and Institutions.)

## 2.6 Statistical tool for Testing of Hypothesis-

Based on the broad objectives, the hypothesis were formulated and to test them, a questionnaire was designed (Appendix 5 – Questionnaire). By administering this questionnaire to the respondents and thereafter by the tabulation and analysis of the responses, each of the hypotheses was statistically tested and validated.

The chi-square test of goodness of fit was selected for the purpose of testing the hypothesis. This is a popular test in Social sciences, Management and research.

The chi-square is the most suitable test due to the following reasons.

1. The frequencies (Number of respondents) are absolute and not on relative terms.
2. The total number of observations collected for this test is large (greater than fifty).
3. Each of the observations is independent.
4. No assumption is made concerning the population distribution
5. Degrees of freedom are available.

The common principle of the chi-square test is summarized in the following steps.

1. Hypothesize about a population by stating the null and alternative hypotheses.

2. Computation of frequencies of occurrence of certain events that are expected under the null hypothesis. These give the expected of data points falling in the different cells.
3. The observed counts of data points falling in the different cells are noted.
4. The difference between the observed and expected is considered and the chi-square statistic value is computed.
5. The value of the statistics is compared with points of the chi-square distribution to make a decision.