CONCLUSION
In Indian federal polity states are part of the Indian union. They do not have a separate identity. Yet states play an important role in the socio-economic and political developments of the country. With the emergence of coalition politics the role of states has gained more importance than ever before. Politics at the state level in the Indian polity is gaining prominence after the re-organisation of states in 1976. As a part of the Indian union, Karnataka too has been experiencing changes since its inception. State level politics is affected by political requirements, national leadership and state units. Local politics is influenced by caste, religion and language. Such imperatives are used by state leaders to attain power.

Indian democracy which is considered as 'vibrant democracy' has completed fifty years of its challenging and dynamic experiment. Therefore, Indian democracy needs a thorough analysis and consolidation of its democratic gains in order to achieve the constitutional objective of a welfare state. No doubt it is really a gigantic task of building a modern India, given the complex background of its people and their expectations. It is here that need for leaders becomes highly relevant. Therefore leaders have played an important role both as elites and dynamic participants in the process of independent India's development.
These leaders were greatly influenced by Mahatma Gandhi, who always stood for the welfare of Indian masses who were largely located in the rural areas. Motivated by urgent need for new socio-economic programmes for the elimination of poverty and misery of majority Indians, many leaders have silently rendered voluntary and invaluable service to our society. This should not go unnoticed as these leaders have revealed unique facets of genuine leadership which has served the cause of nation-building immensely.

This crisis of politics in India today is the result of a crisis of leadership. A welfare state calls for greater investment in public sector and social sector, such investment consequently result in a dynamic expansion of large and complex organisations. All such organisations need administrative leadership, schools, corporations, industries, steel plants, laboratories whose numbers increase constantly need one indispensable stabiliser, namely administrative leadership. In the states the Chief Minister and his Council of Ministers look after the administrative machinery with the Governor being the titular head. In the past several leaders like Kengal Hanumanthaiah, S. Nijalingappa, Devaraj Urs, all Chief Ministers, shaped the course of Karnataka polity. A significant addition to this chain of leadership in Karnataka is Mr.
Ramakrishna Hegde.

Our case study of studying Ramakrishna Hegde as a leader or elite is a unique study in several respects. As P.V. Young writes: "Case study is a method of exploring and analysing the life of a social unit, be that a person, a family, institution, culture, group or even entire community". Therefore it is a small inclusive and intensive study of an individual in which one can find a regular pattern or model of leadership which has transformed a backward people area into one of forward area with new programmes and performances. In the present study of Ramakrishna Hegde one can assess the complex leadership pattern as a model and we can find a conscious effort to provide such leadership to usher in a process of development which is essential from the point of people. In this study, an effort has been made to organise, analyse and integrate all the available information, data and personality profile which reflect a unifying bond of all different elements which are the motivating factors in relation to political leadership.

Ramakrishna Hegde was born in a freedom fighters family. During his childhood he came under the influence of Mahatma Gandhi in Acharya Vinobha Bhave's ashram which shaped his thinking and personality. The social environment and the national struggle for freedom made him
develop a sense of patriotism and commitment to freedom made him develop a sense of patriotism and commitment to the upliftment of his fellow human beings. He was able to complete his education as a bright student. On the basis of his educational background and qualification he became a multifaceted personality. Ramakrishna Hegde started his professional life as a lawyer. In this capacity he developed humanistic and secular attitude. He also served in various other capacities as a writer and a journalist. His writings became powerful means to create social and political awareness among the people. In fact, Hegde's writings are the eloquent testimonies to his intellectual and leadership potentialities. At the very young age he made sincere attempts to educate the people about social equality, values of education, preservation of environment and the significant development. In the beginning itself, he tried to establish himself as a mass leader through his writings and social service.

The role of Karnataka leaders in general and that of Ramakrishna Hegde and his family in particularly in the freedom struggle are to be remembered always. The national struggle became very strong even in South India due to a strong sense of patriotism by these leaders. Like other freedom fighters Ramakrishna Hegde was greatly inspired by Mahatma Gandhi and his slogan, 'Do or Die' during Quit India movement.
His association with Gandhian National Congress was another reason for him to participate in the national struggle for India's self-determination. Without an iota of selfishness and without caring for his life, he jumped into the freedom struggle. His imprisonment by the British further strengthened his spirit to fight against the British imperialism. Moreover, his role in the freedom struggle helped him to develop the love for liberty, self-determination, democracy, nationalism and welfare of the people.

Hegde was not only inspired by the love of his mother tongue but also by the philosophy of the Indian National Congress which favoured the linguistic provinces in order to promote language and cultures of different provinces. According to him identity with the language does not pose any danger to the integrity of the country. He agreed with the view that 'unity in diversity' would be achieved if different languages and culture received recognition and encouragement. His love for Kannada was also inspired by great Kannada writers, scholars, and its richness. Janata Government headed by Ramakrishna Hegde not only initiated a series of language policy decision to accord a place of primacy to Kannada language at various levels, but also appointed a number of committees and commissions to make suitable recommendation in this regard. Notable among them were (i) The Kannada protection watch dog and border
advisory committee or the Patil Puttappa Samiti in 1985 to oversee the implementation of Kannada as administrative language plus the job of advising the state on border disputes. (ii) Setting up of the Sarojini Mahishi Committee in 1983 to study the position relating to employment of persons belonging to Karnataka in central public sector undertakings, Banks and other institutions under the control of the Government of India. In order to provide a greater role to the marginalised linguistic minorities residing in the state, the Janata Government set up the directorate of Urdu and other minority languages in 1987.

A democratic polity involves the decentralisation or de-concentration of power in a way that the affairs of the local people are managed by means of their positive participation. It signified marked devolution from the higher to the lower levels in a way that the units of local Government exercise their authority with the participation of the people of that area with occasional controls and supervision of the provincial and central Governments. The institution of Panchayati Raj is the foundation on which lies the edifice of democracy. Indian democracy cannot become strong unless the democracy at the village level is made strong. Mahatma Gandhi therefore was firmly of the view that India's freedom would not be real until her nearly six lakh villages become economi- -cally self-sufficient
or autonomous and politically self governing. India resides in villages, this was not true only about ancient India but holds good even today. Vast majority of our population still lives in our villages and earns its livelihood from agriculture. This vast majority is governed by village panchayats whose representatives are elected by adult franchise.

As a firm believer in Gandhism, Chief Minister Ramakrishna Hegde introduced in 1985 the Karnataka pattern of Panchayati Raj. It was a revolutionary act for making a new beginning and empowering the grass root level democratic institutions. Karnataka brought into practice the four tier-system—at the village, mandal(below taluk), taluk and district levels. The district and the mandal level bodies were directly elected with power to plan and execute developmental and welfare programmes. It is most significant that all the developmental departments of the state planning and functioning in the district have been brought under the direct and unshared jurisdiction of the elected representatives in the district body. This has been a truly revolutionary move as more than twenty items hitherto remaining with the state Government all relating to development have been decentralised and thus transferred to the zillaparishad and personnel implementing them transferred to latter. The chief administrative officer and his annual performance was evaluated by the
president of zillaparishad who was an elected person by the member of zillaparishad.

The Karnataka model of decentralisation has brought development administration under the control of zillaparishad, devolved planning functions and planning funds on the district level elected body, appointed a statutory finance commission to recommend financial devolution made the gramsabha the pivot of the entire Panchayati Raj edifice, reserved seats for women, scheduled castes and scheduled tribes and reduced voting to eighteen. It is to be noted that Karnataka experience proved to be short lived. The scheme was diluted when Hegde as its architect quitted. But during his tenure the new panchayats heralded a new era of real participating democracy in Karnataka and brought power to the people to whom it belonged. And the contribution of Ramakrishna Hegde towards these institutions has been invaluable.

As an administrator, Ramakrishna Hegde became a model for others. He was both a Gandhian administrator and a 'dedicated administrator' He considered power as a trust and used it for public purposes and common good. His competence, efficiency, involvement and dedication were visible while he was serving as a minister, Chief Minister and a union minister in the state and in the central Government. He combined in
himself some qualities of 'chanakya' of ancient India. His leadership is classic and worthy of emulation.

The Janata Government, the first non-Congress Government in the history of Karnataka under the steward leadership of Chief Minister Ramakrishna Hegde in these five years 1983-88 introduced several new programmes and accelerated the development in the key sectors.

The new Government gave the highest priority for the basic Minimum needs programme, providing water borewells, to solve the problem of drinking water supply in the problem villages of Karnataka. To improve the quality of human life in addition to accelerating the development in all spheres of the state's economy, Rural Employment Guarantee Scheme was introduced under which any person within the age group of 18-65 could get work, if he or she sought work in the rural areas. Employment being the anti-dote to poverty, Vigorous implementation of the employment programmes like NREP, RLEG, coupled with the Rural Employment Guarantee scheme was in the forefront of policy for tackling poverty and improving conditions of the poor. As a result, Karnataka achieved the distinction of being the first in the entire country in the implementation of NREP. To provide a permanent remedy for the drought prone areas, Dry Land Development Boards were
set up in the four divisions of the state to improve the stability and productivity of dry land farming with technological backup. Added to this was a revision of the industrial policy of the state according higher priority to village and tiny sector industries.

The development of human resource, primarily at the lower income groups received greater attention to draw them into the mainstream of development. Therefore 'Akshara Sene' programme was introduced so that the ignorant could become literates and become conscious of the dignity of the human being and protect themselves against exploitation and utilise the opportunities given to them for improving their income and living condition. Priority for power and irrigation was continued.

Larger investments and well conceived programmes were no doubt crucial for achieving the new goals but in themselves were inadequate. They needed sensitive minds and simplified procedures, effective implementation. Administration was oriented to the speedy fulfilment of the requirement of the common man and be free from corruption. The new Government made an honest attempt at generating such an atmosphere in the administration of the state by its acts to set up zillaparishads and mandal panchayats and the establishing of Lokayukta.

An analysis of the Chief Minister Ramakrishna Hegde's tenure
reveals that during the first two years of Janata Government's rule (1983-85) was quite impressive. Nevertheless continued as an efficient administrator till the last day of his tenure in 1988. There were some of the programmes which were not successful owing to the financial crunch, natural causes like drought, groupism, casteism in the party. It can be said without any doubt that Hegde's Government achieved much more than what the previous Governments could achieve. Ramakrishna Hegde heralded a dawn of a new era in the Karnataka Government and politics.

An examination of Ramakrishna Hegde's social, political economic, religious and cultural ideas reveals that he was an apostle of Mahatma Gandhi. As he was greatly enamoured by Gandhiji's social philosophy he had not deviated from it totally. According to him Gandhiji's social philosophy was relevant to modern society. His adherence to Gandhian philosophy was based on his firm conviction and faith in the Gandhian values.

Regarding the centre-state relations, the fundamental position of Ramakrishna Hegde is that 'strong states are imperative for a powerful centre." According to him the multi-Government polity that prevails in India, relation between the centre, the states and local Government are inevitably extensive and many sided. They affect the political, economic,
social and cultural life of different sections of society in different ways. A clear definition of these relations is therefore crucial to the fostering of harmonious relations in society indeed for the very integrity, survival and progress of the country.

On the gubernatorial office of Governor, Hegde notes that in most cases the Governors have used their office to serve the interests of the ruling party at the centre. It is unlikely that they would have acted thus except at the instance of the leaders of the ruling party. The clear interests of the framers of the constitution and indeed the letter and the spirit of the constitution have been violated in all significant respects. These are the appointment of the Governor in consultation and with the consent of the state's Chief Minister; the calibre and stature of the Governors, the security of tenure to which a Governor is entitled, the imposition of President's rule and the Governor's right and duty freely to discharge his functions and duties as head of the state without being instructed or dictated to by the centre especially in regard to the appointment of Chief Minister and the dissolution of the legislature.

With regard to 'Sarkaria Commission Report' Ramakrishna Hegde infers that the conclusions and recommendations are although of a halting nature, nonetheless go quite some way to improving the present state of
affairs. He says that it is a great pity that the commission should have marred its work by a pronounced centrist bias. How far that bias has influenced the commission is revealed by the fact that while the commission, finds itself utterly unable to recommend the transfer of any item from the union list to state list or even from union list to the concurrent list, expect Entry 97 in list I (residuary powers regarding non-tax matters), it sees nothing wrong whatever in recommending that Entry 5 in list II, the state list which confers the powers to legislate on local bodies, a subject which is inherently and properly a state subject should be transferred to the concurrent list. It wants the parliament to enact, albeit as a last resort, uniform legislation to provide for regular elections to state bodies. By the same token, one wishes that the commission had recommended a time limit within which by elections to state assemblies should be held by the election commission which has often stalled them at the behest of the centre.

Hegde believes that uniform parliamentary legislation on local bodies would be inherently offensive to the states and destructive of their autonomy. The regularity of elections to those of village panchayats can be ensured by amendments to the appropriate legislation in parliament and the state assemblies. Hegde argues that this very recommendation
serves to bring out the inherent infirmity in the commission's approach. Its pro-centrist bias is coupled with a pronounced tendency to underplay and underestimate the abuses practiced by the centre. In a section on political parties commission inveighs against "new parties" and "splinter groups", "regional parties and coalitions" But nowhere does it mention the single greatest threat to democracy and federalism in this country, the growth of personality cult and authoritarianism in the organisation of the ruling party at the centre. This political phenomenon has now reached such proportions that it can safely be said that even if the Government of India were to accept and implement the modest recommendation of the Sarkaria commission, as indeed it ought to, Congress (I) states will be able to avail themselves of the gain only to the extent that their mentors in New Delhi will permit.

Hegde insists that the states which do not subscribe to this authoritarian, anti-federal credo have a right to demand the Government of India that the recommendations of a body whose members were selected by it should be accepted readily and implemented speedily. The Government of India cannot fail to do this without undermining its credibility and reducing such enquiries to a farce. He notes that public time and money expended on the Sarkaria commission has been considerable. High
expectations were built up, many of which have been belied. But in fairness it must be acknowledged that report does provide several opportunities for significant reform and change. All who believe in the national interest must work to make these recommendations a reality so that the ideal of co-operative federalism, so clear to our founding fathers, will become a present reality, hopes Ramakrishna Hegde.

In order to revive the Federalism, a dying culture in India Hegde makes certain suggestions (a) The dignity of the Governor's office should be restored and its independence should be guaranteed by making him the irremovable except by impeachment (b) The principle recommended by the Administrative Reforms Commission, at the Speaker's conference and the Sarkaria Commission and accepted by all political parties should receive constitutional recognition, namely that where the Governor has reason to believe that the Government has lost the confidence of Legislative Assembly he should suggest to the Chief Minister that he advise him to summon the Assembly within a reasonable period and secure a confidence of vote from the Assembly. (c) Article 356, which provides for the imposition of President's rule, should be deleted altogether. It does not figure in democratic federal constitution anywhere in the world. (d) In regard to state laws, an explanation should
be added to Article 254(2) to provide a time limit within which the President must signify his decision on the Bill referred to him by the Governor for his assent. (e) The planning commission should be endowed with the constitutional status and the states should have representation on the commission (f) There is a need for a comprehensive review of the present centre-state relationship. The constitution must be restored to what its framers intended it to be. India should not merely be a union of states, but in reality should be 'united states of India'.

Hegde thinks that India's political parties have failed the founding fathers of the constitution and undermined the great institution they established, our national parliament. We cannot revive parliament without restoring the vitality of our political culture. And it is the duty of the political parties to rise to the occasion and prepare themselves for the tasks which the constitution expects them to perform history will not forgive them if they fail.

Commenting on corruption in India. Hegde regrets that it is a matter of great shame that India has become a member of the club of most corrupt countries in the world. He believes that political corruption is the mother of all corruptions. He suggests drastic and radical steps to cleanse the public life by the Government, Political Parties and people at large.
Otherwise corruption will continue to corrode the vitals of the country. A corrupt country is a weak country even if it is seemingly economically strong, we should free our nation from the strangle hold of corruption.

Hegde looks at various remedies of corruption such as electoral reforms, regulation of sources from which political parties receive funds, and controls and licenses, the institution of Ombudsman and Lok-Ayukta.

While discussing the issue of coalition at the centre Hegde makes a distinction between coalition politics and co-alition rule. In regard to the former all political parties and groups in the opposition irrespective of ideological differences should work together to expose the lapse of the ruling party. However a broad agreement on basic issues is necessary among the parties to make a coalition government effective and credible. To be successful coalitions must be formed in a spirit of willing cooperation and with a determination to make a success of them. The duty to make them succeed is as clear as the duty to forge coalition on the basis of agreed programmes. The alternative to the single party national alternative is a coalition of the like-minded parties.

In order to strengthen the democracy in India Hegde calls for electoral reforms. In this regard he pleads for the autonomy, neutrally and impartiality of the Election Commission and the election machinery
from the top to the bottom. Hegde advises that the question of financing political parties must be separated from that of election funding.

On the subject of 'Judiciary Today', Hegde is convinced that our objective should be to restore the judiciary the status, the prestige and the power which the constitution so wisely and clearly envisages for it. To this we should be committed. We owe a common duty to work for it and to refrain from saying or doing anything that might harm it. In a very real sense it is a shared national duty. The judiciary, the Bar, the members of the Government and indeed all concerned individuals must pool their efforts in a non-partisan spirit so that the controversies of the past are put behind us, the problem is depoliticised and we can turn our minds towards securing overdue reforms which translate into reality the ideal of the founding fathers of the constitution.

Hegde talking about planning process in India and the pattern of economic development draws our attention to Jayaprakash Narayan's words "After 25 years of planning 40 percent of the people are still living under what economists themselves consider to be the minimum economic standard. Unemployment, including unemployment of the educated, has grown at a steady rate of progression. Therefore, the thinking in Delhi has turned to ideas which are similar to those of
Gandhiji's namely that agricultural development must be made the basis of development on which an infrastructure of cottage and small scale industries widely spread over the land together with electrification, communications, marketing etc., should be built up. This not to suggest that the most essential large scale industries have to be neglected, but for countries which have shortage of capital and plenty of man power and whose population is mainly rural, planning in terms of human needs and not merely in terms of statistical rates of economic growth, and the size of G.N.P. requires employment-oriented pattern of developing such development, incidentally, will also ensure social justice. Needless to say education to fit the development pattern something India has singly failed to achieve.

According to Ramakrishna Hegde, all countries now, the WTO and its mandate have begun to impact upon virtually every aspect of economic activity. Not surprisingly therefore its scope and agenda have also emerged as an intensely political issue in the domestic arena, with parliament and civil society pay far greater attention than before. And there is no doubt that we are witnessing an era of globalisation, which while opening many more opportunities for people all around the world, has also thrown up many challenges. Trade, technology, capital flows
and the communications revolution are helping to accelerate the economic growth to a significant extent. They also offer enormous potential to developing countries towards poverty eradication and development. For the objective to be realised, however efforts needs to be reinforced with a fair conducive international trading environment. It is this last aspect that we are most concerned.

Hegde cautions that in our enthusiasm to embrace globalisation, we should not assume that establishing uniform norms, standards and policies within an institutional framework will catapult us all towards efficiency and single global market place. Rewards of globalisation spread unequally and inequitably unless care taken and correctives applied. A "one.size fits all" approach that we see in evidence will at best be a transition flexibility offered here or a more lenient thresh hold these allied with some technical assistance, has serious limitations and is not sustainable in the very long term. Also the challenges of globalisation is not only to preserve the benefits of global markets and competition but also to scrupulously desist from encroaching on the space for local governance which is necessary for ensuring human development and welfare, in accordance with people's wishes. In our evaluation and assessment of the Uruguay Round Agreements, we need to keep these
considerations in view.

On the vital WTO issues and India's concerns, Hegde writes that the agenda before us is heavy. The shortcomings of the Uruguay Round Agreements and problems in their implementation have come to light in increasing measure. These shortcomings have necessarily to be addressed in a fair and objective manner and solutions found through negotiations in a spirit of mutual understanding. Developed countries, with far greater experience in global trade and strong information, infrastructure, are in a much better position to exploit market access opportunities provided by the Uruguay Round Agreements and to use them to their advantage. It is for this reason that developing countries have been resisting the move to widen the area of activity of the W.T.O. The developing countries are still at a preliminary stage in understanding agreements, implementing them as they can, absorbing their full implications and meeting the onerous notification requirements. The attention should be focused on implementation issues and the issues relating to the built in agenda rather than take up new issues at the present moment.

Hedge says that the faith in multilateral trading system will increase manifold if people perceive that it is sensible to their needs and concerns. And we should be deeply committed to the success of multilateral trading system. He believes that the WTO and the multilateral trading system
must be effective instruments for serving the needs of the weakest section of the society in all parts of the world. No single pattern no single package of measure can be considered to be universally acceptable. We would be deluding ourselves by thinking that a single remedy can be applied across the board. What we should strive to achieve is the amelioration of the living conditions of all people particularly the poorest.

Hegde calls for efforts to secure a broad consensus among political parties on all issues of vital importance such as 'secularism'. Competitive populism for electoral gains could threaten the national economy and spell the disintegration of the social fabric.

He wants the secular ethos to find assertion and secularism has been too narrowly interpreted and has with the politicisation of religion wrongly entrenched the divisive concept of majority and minority. The constitutional goal of fraternity should be the larger objective we must seek.

On the completion of 50 years of Indian democracy Hegde asks a simple question. Are we proud to be Indians? Despite ostensible affirmations, the answer will be indisputably in the negative. We are not even as proud as we were 30 years ago. India then had a role to play in the international affairs. Its voice was heard with respect in the comity
of nations. Economically though not very strong, we were surely on the road to progress. We had won three wars, there was political stability. We can be proud of our science and technology but in other field the scenario is dismal. By 2000 A.D. India had larger number of illiterates than the whole world put together. We still have 39 percent of the population living below the poverty line. We have more than 100 million people who are either totally or partially unemployed. We have the worst infrastructure system. We have more than ten million blind people and equal number of physically challenged. Hegde is dejected about India's performance.

Thus, Ramakrishna Hegde's ideology is conducive for the establishment of a happy and a harmonious society. They are also useful for the realisation of developmental goals. In brief we can argue that his philosophy is a manifestation of 'developmental philosophy' as well as 'people oriented philosophy'.

NEW CONCLUSIONS

In modern societies, hereditary leadership is on the wane. Leaders are elected, appointed or rise to office because they have displayed certain qualities. A leader requires a strong, dominate, extrovert personality and charisma. Leaders must have a vision and a capacity to inspire and motivate others experience shows that different situations call for different types of leadership. Times of war and times of peace call
for different kind of leadership. There are world leaders leaders of countries, of
political parties, associations, business organisations, professional groups, clubs and
so on. Theoretically any one can be called upon to lead in a given situation, and ideally
when such an occasion does arise he/she must be ready to assume the position and
discharge responsibilities.

With regard to Karnataka decentralisation appears very promising regarding
poverty alleviation but in reality fiscal short comings and political turmoil especially
after 1989 constrained the outcomes. The politics became too localised where by
caste system and gender inequalities were reinforced. Local elites captured the
decentralized power and elite domination was verified in this case. Karnataka
decentralization shows that some improvements in poverty can be reached. But it is a
slow and resource demanding process.

Ramakrishna Hegde's period of Chief Ministership was marked by continuos
drought in the state and political tight rope walking. He served Karnataka state for a
period of five years from 1983 to 1988. During his period the Net State Demestic
product (NSDP) State income of Karnataka grew at an annual rate of 6 percent which
is remarkable achievement judged against background of successive droughts faced
by the State. The per capita income increased from Rs. 1663 in 1983-84 to 1853 Rs.
d in 1987-88 at 1980-81 prices. Leader had opportunistic reasons for undertaking
many policies, and programmes. Karnataka Chief Minister Ramakrishna Hegde wanted
to build up a local base for his Janata Party, which was still relatively new in the early
1980's, so it could compete with the older, well established Indian National Congress.

What made Ramakrishna Hegde different? The answer in one word is 'Ideas'. Of course all politicians have ideas, but they are about how to prosper from one day to another. Hegde stood out because his ideas were for the common good.

At a time when politics was taking its first firm steps towards becoming the refuge of scoundrels. Mr. Hegde emerged as the sole votary of "Value based politics" A phrase coined by him to use. He had been a witness to the fast drifting of values in politics having lived through the golden era of Gandhiji and Nehru. Hegde had built a reputation as a politician of principles as opposed to customary wheeling and dealing. His reputation had taken a fall several times because of scandals and controversies.

This study proves that leadership is a complex factor largely influenced by external conditions i.e. leaders are made not born. And Ramakrishna Hegde's leadership is a testimony to this. Environmental factors predominantly contribute for the overall growth of a leader not the hereditary geniousness. The socio-Economic, cultural and political condition interact to produce a leader. Indian National Movement fostered a leader. Indian National movement fostered the growth of political leadership of Ramakrishna Hegde.

This study proves that Ramakrishna Hegde's governance created pathways to transform the political, social, economic and cultural system of Karnataka, Ramakrishna hegde's effective and responsive type of Government through panchayaraj
system contributed significantly for the development of the state.

This study demonstrates that there are a variety of leadership styles that emerge in different contexts and each has its costs and benefits. Ramakrishna Hegde's leadership emerged from Indian Freedom struggle Hegde abandoned lucrative legal profession. But he went on to become the Chief Minister of Karnataka. His leadership was largely influenced by Mahatma Gandhiji.

This study proves that political leadership is a dynamic process by which persons in power influence their followers, civil society and wider public to accomplish collective action. The Janata Government in Karnataka was far-sighted and pragmatic. The policies and programmes initiated by Ramakrishna Hegde sought to improve the condition of the state. Ramakrishna Hegde encouraged his followers, civilians and wider public to accomplish the goals set by his government.

Ramakrishna Hegde struggled hard throughout his life to conceive many policies and programmes for people. However due to lack of continuous support and lack of active participation of the people at a later stage when he lost power, there seemed to be a steady decline in the original enthusiasm shown by his followers and supporters. Even then, successive Governments have also not been able to support and promote the various schemes and institutional programmes started by Ramakrishna Hegde due to political reasons. Therefore it is a foregone conclusion that whatever may be the unique and dynamic qualities of a leader
ultimately. It is the continuous and large-hearted support of the public and the Government that can fully implement the ideas and schemes launched by such leaders.

However it may be remembered that all great leaders sometimes become the victims of their time and their follies. In the case of Rama Krishna Hegde, he had become a prisoner of certain circumstances. Hence, he could not be completely successful in the realisation of his developmental programmes. But he had more successes than failures. His political leadership in the context of overall development of the Karnataka is impressive.

In an era of narrow partisan politics, it is difficult to find any politician speaking well of any of his compatriots, leave alone opponents. Yet it is a measure of Ramakrishna Hegde's appeal that his death on 12th January 2004 was greeted across the political spectrum with unalloyed regret, respect and genuine sense of loss. That, in itself is the finest tribute to the personal charm, political acumen and the interpersonal skills of the late Chief Minister.

The findings of this study confirm the view that Ramakrishna Hegde is one of the most crucial figures of Karnataka's history in the post independence phase, especially in the area of non-Congress politics.
Hegde as a state leader and as well as a national leader has demonstrated extra-ordinary success in generating profound changes in the as well as general public belief, perception, values and of his followers. Indeed he has often served as a key agent of social change, transforming entire society through his swords and actions.

RAMAKRISHNA HEGDE who accomplished such feats can be described as a TRANSFORMATIONAL LEADER for transforming social, political and economic reality.