CHAPTER 1
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1.1 INTRODUCTION

Every individual on this planet earth is called to lead as well as follow. This brings an understanding that it is very important to have the ability to listen and communicate effectively. This is a collaborative activity with equal opportunity for all the participants in the business of Leadership. Success depends on the willingness of individuals to remain in the process competently, without loosing any members in the process. Carrying and getting along with all is the most challenging process. When competency is brought forth with grace rather than power makes Leadership productive, peaceful and joyful work.

In faith based work every individual is called to lead irrespective of having leadership title or not, as well as submitting to higher authority. For the past two decade religious profession, its social and educational work is undergoing noticeable change. There are people who complete their religious training but in the end will not opt to work in faith based institutions. Some would work in some religious institutions but soon feeling the pinch of not been able to move forward either with people or with institutional higher authority. Some still feel their calling to work as religious leaders but look out for other avenues of independent religious work rather working with already established institutions, some would stick to their calling to join religious work with full enthusiasm and soon realize they are pulling on without having deeper interest. Strain and stress in any leadership is normal, yet aging at
faster rate only to realize aches and pains in the service of human kind in the name of God is a real crisis in religious organizations.

Leadership crisis is much serious problem than any other problems in any organization. Just by removing, changing and appointing new leaders really does not solve the issue because soon people realize that the previous one was better or bearable. The situation brings to realization where does one go from here. Religion, religious activities and religious institutions are integral part of Indian Society, and the issue of leadership deserves due attention to strengthen its work. The success of any individual depends on his/her environment could be true at some extent. The mature perspectives focuses that every individual has the ability for genuine transformation and for that individual try to gain as much knowledge as possible from any given situations to understand ground reality through reason, analysis and empathetic understanding. This would increase chance of making intelligent choices.

Leadership work is an empowering process where leader empowers his employee through a role model, guidance and resource to sharpen their skills in learning to take crisis as creative opportunity and grow into maturity than fearing failure and evaluation. For this reason to strive for a common goal the attitude of leaders and employees both have equal opportunities to win or lose challenges. The quality of religious supervision/Leadership will ensure the quality of religious profession in viewing the issues from caring perspective and not negativism or judgmental.

The religious Leadership/supervision is an educative and redemptive service in building character and personality rather than getting fed up with unexpected personality and character. Openness on both the side can help both to
explore their goal rather than get inhibited from each other. This will help building trusting relationships to venture in exploration of failures and successes. Without potential leadership religious institutions are struggling to maintain adequate ethical and moral standard. They are struggling to find caring leaders who would care and understand their spiritual concerns and humanity. For this reason I believe religious supervision holds the key in preparing competent religious leaders.

1.2 PERSPECTIVE ON PROBLEMS OF LEADERSHIP

The quality of Leadership depends on how individual has perceived his/her role in the given position. Different people have different motivation in opting to become a leader. However there are two views on leadership: the first one sees ‘leaders are born’, the second view ‘Leaders are made’ both the views are complementary to each other. However, followers do develop into a fine leader on the basis of their close association to the activities of their leader, they do imitate their leader as well as develop new skills during the course of their leadership.

Reasoning out leadership means people with responsibilities, accountability and specific goal to improve lives in society, government and religion. What we experience contrarily in the society, politics and religion as though Leadership has lost its soul. In all the three spheres Leadership has learned that once appointed there is a term and no one could that easily pull down or push out the other so easily. However the aim of job security is to reduce stress, wastage of resources, and time, providing opportunity and power to lead with integrity. Power is always associated with any kind of Leadership. In its essence this has been given to excel and protect the interest of the group. However majority would admit that only a few remain integrated. Those who are integrated life and work gets burdened with challenges
and unwanted forces from higher authority. However those not integrated do have smooth going creates an issue about motivation and sincerity. Here integrity vs. corruption is understood in a broader term of selfishness in every area of Leadership than mere diverting or misusing resources.

Generally ethics, morality and spirituality stemmed out of religion, and society look to religion for guidance and help. However, when Religious Leadership is not able to give good model in the above areas, society would not be able to deliver any good standard in society, religion and politics. It is understood that when everything else fails individuals do look to Religion for support, but in situation as such above would individuals turn to religious leadership with genuine interest to change their ways is a big question. In general, people in India are deeply connected to religion and religious leaders small or big. This indicates that Leadership provided through religion could make a great contribution in the society and politics by patterning their role into the caring and selfless model of Shepherding. This in return may influence the hearts and minds of individuals to model the virtue of care and selfless.

On the basis of above observations following are the five different dimensions of Leadership skills states the problem faced in Leadership dynamics provides the needed background to this research.

1.2.1 First Dimension: Self Concept and Personal Identity

What individual think, observe and perceive is true about self forms self identity. This involves evaluating and comparing one’s behaviour to the standards, values and virtues set by self for the society involving intense various emotional
properties of self. When it comes to the problem of Leadership, issues such as implicit obedience and unreasonable demands, superiority complex and inferiority complex, fear of venturing into unknown and negative competency, degrading others and failure to understand the impact of one’s behaviour on others, rigidity in perceiving other people’s experiences and hypersensitivity where self is most important than others are the areas for retrospection. These behaviours bring down Self Awareness performance in day to day relationships at home and work places. When relationships are affected its negative impact reduces success in all other areas of life. There needs to be a healthy understanding of self from the perspective of how others perceive a person and how the person perceives herself/himself forms the foundation of Self Awareness. Here no one is taken for granted and due respect is rendered to everyone regardless of limited understanding of each other.

1.2.2 Second Dimension: Time Management and Decision Making Capacity

Self Management deals effectively with moving forward in action to achieve set objectives and goals. It’s about systematically organizing, executing and connecting small tasks creatively keeping in mind the final big picture. Major skills involved in this process are decision making and agreeing on choices to utilize time, resources and talents with prudence. In Leadership the greatest challenge is procrastination which kills time, resources and talents. Procrastination is the tool leader uses to avoid people, suggestions and decisions. Leaders who profess to be democratic but deep within enjoys egoistic autocratic power uses this as a tool till others in the decision making body arrive exactly at what he/she is aiming for. Selfish interest of any power reduces competency because flatterness overtakes merit and obsession with materialism destroys the social fabrics of ethics and
morality. In order to be ethically and morally correct Leadership should opt to
develop a sense of responsibility towards utilizing time and resources effectively

Sometimes selfless Leaders do suffer with ineffectiveness in achieving their
goals. The reason could be deficiency in task management and time management.
Skills like adaptability, deliberation, arrangements of small task, perseverance and
tolerance play important role in Self Management. When things do not go in the way
it is expected it is good to be prudent in connecting various tasks and people, clear
thinking and reflecting back on the whole process. This would help to catch the
missing point. Skills such as emotional quotient of being affectionate, gentle,
pleasant, sociable, sympathetic, thoughtful, trusting and warm would bind
relationship dynamics in group settings increasing cooperation and motivation,
decreasing negative emotions. Increased perception on things, task and people
would aid profitable decision making capacity.

1.2.3 Third Dimension: Plight of the Suffering People (Social Awareness)

The primary source of Social Awareness is individual’s own culture. It is
non inheritable and thus no merit is given to any biological factor of being born into
a privileged family, class or community. Everything is learned from the surrounding
environment. Thus family as a primary unit exposes and teaches its members to
particular values, rules and regulation that governs one’s day today thinking,
feelings, interactions and behaviour. The problem with Indian society’s dominant
style of cultural obedience does not give room for individuals to question why, why
not, and how. Although questioning would make individual perceive and clarify
what they follow. These questions are always prohibited and unanswered by elders.
As a result there is stereotype behaviour when it comes to hierarchy of relation at home, society and in work places. As long as individual is in his/her cultural security zone things are accepted but when it comes to cosmopolitan living and work individual finds themselves miss fit because there is a culture within the culture that determines one’s success and failure in small things and big things. Reality such as this should increase new knowledge and understanding to facilitate transformation in thinking, feeling, interaction and behaviour to explore making profitable choices.

The primary goal of any business under the earth is to decrease suffering and increase comfort. Greater Social Awareness individuals do realize various traumas in the society and are moved to decrease the sufferings through service, justice to the marginalized and empowering those who are weak and powerless. This is possible only through respect and appreciation of differences, knowledge of the sufferings of others and understanding the feelings of others. Selfishness and greed makes person uncaring and insensitive destroys talents for greater productivity. The affected individual’s experience about merits do not count but wealth, position and community does matter a lot in this society may motivate setting wrong priorities in life and work with a goal to become wealthy and powerful at the earliest. However there is also a possibility that virtue such as Empathy may becomes Master piece for some individuals regardless of the situations to bring transformation. This can help individuals to understand the feelings and needs of others as well as the reality of politics in the place of work, family and society yet be hopeful. The realization of higher aim to make the society a better place to live in with values such as peace, justice and equality are prime concerns of the suffering individuals.
1.2.4 Forth Dimension: Mental and Emotional Soundness (Interpersonal Awareness)

Interpersonal awareness holds the key to assist and improve everyday life with others. Getting along well with others needs development, maintenance and advancement of this awareness through relationship dynamics in every spare of life. It’s a two way process individuals need to be aware of the feelings and emotions of self and others especially when it comes to most sensitive area of susceptibility and reaction. When individual has greater Interpersonal awareness he/she would experience great satisfaction at the end of every communication.

Every one wants to be happy and peaceful in life and at work but where to begin is a big question mark. Mood alteration in unfavourable situations is a big challenge, to be less defensive means knowing the art of getting out of bad moods as early as possible. Anything to begin with has to be with one’s own self. Understanding one’s own perception about self is most important. Developing positive outlook for self is the starting point in developing positive outlook with others. Whenever negative emotions and feelings individual recognize he/she needs to change it. Many times individual interact and relate in safe zone because of fear, however having courage to enter into unknown zone is the opportunity to develop one’s ability to learn, respect and appreciate others and clarify doubts on knowledge difficult to process. Many a time individuals are so rigid and discard other people’s perception. However, one must always bear in mind that others too have self respect, they may know more. Giving others chance to express their view would definitely generate respect in them, increase one’s own compatibility and add new knowledge. Many times interaction gets jeopardized because lack of compatibility and feedback. The key skill to increase compatibility is to develop effective listening skill to
recognize other person’s reply, feed back should be on content and not on person. Satisfactory Interpersonal Awareness assures graceful and spontaneous interaction in Leadership.

1.2.5 **Fifth Dimension: Profit and Excellence of Humanity (Spiritual Awareness)**

If individual gains the whole world but his/her soul is not happy and at peace what is the meaning of slogging so hard all these years is a big question mark in finding true meaning and purpose in life. This is the place where powerful becomes powerless and the realization that transcendent meaning of life and work on this earth hardly got time to make the soul rejoice over its mission. This is the stage one should experience satisfaction while evaluating sum of life. Although no one has physical evidence to prove anything beyond death yet the inner experience shows there is a definite remainder of a being after death which has consciousness beyond death and does continue its existence beyond physical life. When this knowledge and inquiry gets activated early in life to know the true essence of life then it has lasting effect on self, relationships and work to make individual humble to know there is larger reality much beyond this materialistic goal in this world. This perspective appeals spirituality should be seen as a source of inspiration in life than limiting it to narrow mindedness of religiosity. Spirituality is such a lively source in life that battles against negativity to bring peace, happiness, faith, love, forgiveness, grace, calmness, hope, courage, comfort, meaning and purpose to root out hopelessness and bitterness in life and work experiences. Spirituality is master discipline from where all other branches of knowledge derived its independence.

The above understanding of spirituality makes Leadership a service beyond materialistic world. Empathy or Grace is key ingredient in Leadership skills.
Although India is a country of many religions where majority of the population believe in religion it is obvious for people to respond spirituality positively. However the ground reality of poverty, sufferings and severe economical imbalance, imbalance of power and resources may suggests that spirituality is stereotype response of culture and unconscious mind rather than empathetically understanding and responding to the plight of suffering people. Spirituality does not deal with intelligence, ability, learnedness and reasons to excuse individuals from the plight of unfortunate people. It demands empathetic understanding of what it is to be human as well as sufferings of the imprisoned soul in the body, its longing for grace, love, forgiveness, justice and equality irrespective of circumstances.

1.3 SOURCES OF LEADERSHIP PROBLEMS

Generally Leadership problems points towards troublesome workers and coworkers, managements and harmful competitors. Taking all these challenges into considerations one must realise that shutting off these troubles is a temporary solution as many more new one would arise again in a period of short time. When a person is poorly adjusted to people or work or life would suffer frequent crisis. What counts most is individual’s perception of challenges, taking issues not as crisis but opportunity to excel could be best way to realize how to make adjustment and find strategical solution that would benefit all. This in fact is derived from person’s self concept which directs person’s behaviour positively towards self and others. When a person is constantly in touch with what he/she thinks, feels, acts and how it affects other people’s feelings and thinking towards hurting self, they may prefer avoidance of that person to protect self. If only hurting individuals realize through Self Awareness that why individuals avoids them in personal and
professional aspect then they may amend their unproductive self. Win-lose game in Leadership is always a great problem with assurance that issue would return back in future with more strength, where the previously loosing individual may be more powerful now. Creating win-win situation within the guidance of ethics and morality for both the parties is a gesture of collaborative nature of Leadership where one respects the other and enjoys longer friendly way of working together.

Individual’s personality represents his/her family, its value system, surroundings, society, friends as well as institutions and people imparted education. Many times personality is misunderstood with physical appearance and style of disposing oneself to the world outside. This may have a short bearing on people but once as individuals comes closer to the core of working style, others would soon realize judging individuals on the basis of their outer personality is a mistake. Appearance may be a disguise. What counts most could be individual’s over all attitude, communication style in problem solving situations, perceptions on people, relationship, problems, work and society should be leadership preferences. In reality this plays a major role towards being a successful person.

Most of the time problems roots may be somewhere and its pop up will be elsewhere. Individuals have accepted themselves as they is a gate way to success in life. Many time people have deep inner dissatisfaction towards their appearance, height, body, weight, colour and community. When an individual has not accepted herself/himself as he/she is this attitude would get projected negatively in their relationship with others. Such individuals are critical of anything and everything. Many things individuals learn in life are either the product of his/her family, society or school.
Socially, economically and educationally weaker sections of society suffer a lot. The reality of poverty and sufferings are the issues caused by greed, injustice and inequality. When Leadership is uncaring it is hard for others to survive. How individual’s family has oriented him/hers towards these realities hold the response of an individual to survive and excel even in hard realities. Those who are socially, economically and educationally affluent their behaviour towards the suffering people depends much on how their family of origin has sensitized them with specific values. Every behaviour and attitude could be amended with Awareness in that particular area to make individuals vigilant to behave and act as a responsible member of the society. For that reason Social Awareness could change individual’s perceptions towards those who are less fortunate in the society and at work places too.

Unhealthy fear is a root cause of underperformance or failure in life. When hard realities captures individual's thinking and feelings either as privileged group or underprivileged group the process to respond or react would determined the outcome of difficulties. When individuals pick up and use whatever possible opportunity wisely it would maximize chances for development of skills during that time. Those who indulged in blame game during difficult time would find it difficult to progress. The success depends on the intelligent choices one makes during challenging time as well as what all habits govern their work and time effectively would determine their progress. This means individuals could prioritize their work and responsibilities at home and home, as well as should learn about referral service to become advance in learning new things. When this is not done individuals waste their time doing unimportant things first and leaving no time for what is important.
The end product is anxiety, fear, burnt out and poor performance at the end. Self Management holds the key to utilize time effectively.

There are times when resourceful and talented person is unsuccessful in life and at work. Observation would reveal that many times such individuals are not humble enough to consider others may have better knowledge and skills than them. Superiority complex could be a wrong approach in work and relationships, because it brings hurts people would try to avoid such individuals. How one relates to others makes one acceptable in group settings. When individuals respect, appreciate and consider others well, only then others would love to be around them, and prefer to work with them and for them. Inter Personal relationship in general is mutual irrespective of one’s position and power. One can not force others to accept and respect Leaders, it is artificial. It should come out naturally from others towards Leader in response to the empathetic self of a Leader.

In a highly competitive world spirituality seems outdated. After achieving much wealth and position if that does not bring happiness and comfort to individuals then the purpose of having them gets lost. Leadership does create strain and stress in life and it is natural because person uses daily resources to be successful in work and life. When stressful situations take upper hand and success becomes a distant dream it is time for individuals to reflect and evaluate self, goal, purpose, and relationships to derive deep meaning of life and work. When situations are unproductive it is discouraging, individuals may start reasoning they have limited ability to move forward in such circumstances. Leaving place and people may be a temporary solution only to realize the same challenges are in other places too. When everything is discouraging and unproductive individuals could look for its sources and counter
it with the spiritual resources like love, forgiveness, grace, hope to govern hopeless circumstances to experience peace, happiness and fruitful relationships. This may help to make work and life productive once again. Connecting to spirituality would bring higher meaning and purpose in life, work and relationship. It is instant transcendent help which brings comfort, hope, companionship and renewed strength in bad times. Spirituality is inborn in every individual, taking it for granted or ignoring its presence is a mistake. It is an uncanny dimension of life a master key to revive individuals in worst of hopelessness. Spiritual Awareness keeps individual informed that all is not lost and solution is possible in any situations if tried with patience, hope, confidence and grace.

Chief areas that governs and support successful leadership are individual’s self concept, attitude towards the society, managing self through managing time, relationship management, and spirituality make every rough ride smooth, adventurous, hopeful and joyful. These five areas would be used in present research study of Leadership Skills to form a questionnaire.

1.4 USEFULNESS OF THIS STUDY

The study about Leadership Skills will bring awareness in individuals regarding their constructive strength and destructive weaknesses.

This study will serve as indicators to check Leadership Skills.

This study will help the students of religious studies as well as Philosophy, Psychology and Business Management to find new ways of getting motivated towards achieving productive career goal.
This study will contribute to create Self awareness, Self Management, Social Awareness, Interpersonal Awareness and Spiritual Awareness to get best out of every individual.

This study would help to develop effective communication skills for successful work relationships and family relationship.

This study will help to project empathetic understanding, respect, justice, equality and openness to become productive and happy individuals in life and at work.

This study will create Leadership awareness.

This study will indicate present Leadership trend.

This study will motivate individuals to be pleasant while communicating difficult things at work and at home.

This study will help training Leaders in leadership skills at various levels.

1.5 AIM OF THIS STUDY

Present students would be leaders of tomorrow. Aim of this study is to provide latest Leadership trend of the students of four disciplines to propose Leadership laboratory activities in developing Leadership Skills. The present scenario in private and government sectors are so discouraging and gives a picture that education, jobs and politics is out of reach of the people who strive for excellence and integrity. The general impression is that money can get individuals degree, jobs and everything but, hardly people realize it is a stuck situation. This study aims to examine and present genuine leadership is with goal of excellence through responsibilities, accountability, connectivity and empathy.
Present Leadership requirements calls for the marketing excellence. Marketing excellence is needed to carry forward what has already begun however, they are not adequate enough for solving unwarranted problems of customers and so does the problems of employee. The possibility of creating supportive, peaceful and cordial relationships between the institutions, Leadership and customers is possible through creating awareness in all of the three areas that each are equally important and could coexists to support each other towards achieving ultimate goal of peace, happiness and satisfaction through caring approach. This would increase coordination between the three for more interactions to know and solve each others’ problems.

Wherever there is work there is hierarchy to supervise responsibilities and accountabilities. Breaking down responsibilities into smaller units makes coordination easier. When individual deals with various groups to achieve completion of work, relationship with each others matters a lot. Empathetic relation scares leaders because Leaders may feel working units would take its own fairy time to complete work. Psychologically this fear shows Leaders need positive communication to make individual responsible for keeping time without hurting him/her emotionally. When both the parties care for each other there is trust, a sense of responsibilities, accountability and dignity to maintain values. Through the above understanding this study aims to explain that when there is peace, harmony and happiness people would get motivated towards achieving life’s goal through work and productivity. This makes Interpersonal skills a life skills and core of every skills to become successful as well as turning every failure as an opportunity to advance the goal in life and work.

Final aim is to motivate individual for transformed, productive, harmless self personally, socially and professionally. Empower individual to find out usual
pattern of relative self to amend hurting pattern of communication and behaviour in all of the five areas to become better accepted individual in any place and in any circumstances of life and work.

1.6 SPECIFIC OBJECTIVES

1. This study aims to understand and focus on the Philosophy of Judaism in training Leaders, Psychology of perception: emotions, thoughts and action; and the transcendent aspect of human relationship with divine (theology) to bring meaning and purpose as ‘Manager of Self’ in human relationships at work/study set up. (this objective is achieved in preparation of tool)

2. This study attempt to understand the level of Leadership Skills of the students of Philosophy, Psychology, Business Management and Theology are similar or not.

3. This study aims to understand the effect of sample characteristics (Independent variables): Gender, place of origin, branch of study, living arrangements, self disclosure, perceptions, family values (bringing up), level of education and educational group (co-ed or boys/girls) on Leadership Skills in the data. This objective is subdivided with specific details as follows: (this objective reflects on treating the data with the process of data analysis to draw meaning from the sample response)

   This study aims to understand the effect of Independent variable ‘Gender’ on Leadership Skills of the sample.
This study aims to understand the effect of independent variable ‘place of origin’ on Leadership Skills of the sample.

This study aims to understand the impact of the independent variable ‘branch of study: Philosophy, Psychology, Business Administration and Theology’ on Leadership Skills of the sample.

This study aims to understand the effect of independent variable ‘living arrangements’ on Leadership Skills of the sample.

This study aims to understand the effect of independent variable ‘self description’ on Leadership Skills of the sample.

This study aims to understand the effect of independent variable ‘general view’ on Leadership Skills of the sample.

This study aims to understand the effect of independent variable ‘normal way of doing things (family values)’ on the Leadership Skills of the Sample.

This study aims to understand the effect of independent variable ‘level of education’ on Leadership Skills of the sample.

This study aims to understand the effect of independent variable ‘educational set up: co-ed’ or boys/girls on Leadership Skills of the sample

4. This study aims to understand how the different types of LEADERSHIP SKILLS: Self Awareness, Social Awareness, Self Management/time management, Interpersonal Awareness, and Spiritual Awareness of the sample may be related to each other.
1.7 SCOPE OF THIS STUDY

Future of this study is vast due to urbanization, industrialization, globalization, materialism, technological development and increased job opportunities at all level of education.

Globalization has it advantage as well as disadvantages, this study would keep individuals informed in the five areas of self, social, time, interpersonal and spiritual to make person sensitive to the feelings and thinking of other people. This would increase productive, responsible and accountable relationship at work, home and in the society.

This study would be used in work places from freshet’s training program to Chief Executive Officers to empower them in their daily tasks through assertive and empathetic relationship of work and realities of life.

This study would be used for training teachers, professors and parents to make their responsibility and accountability more joyful and privileged in understanding and empowering young people to be responsible, friendly and empathetic individuals at school, college, and home and later at work too.

This study will make impact in the field of ethics and morality by building bridge and reducing hierarchical gap at work place, appreciating talents and empowering employee through positive advice than painful communication style.

This study will contribute in the field of sociology for training community leaders(social workers), and trainee to help individuals to create greater harmony, support and communication among the members of community and help achieve
greater functional capacity for each members through tolerance of differences and appreciation of all that is agreeable. In other word it will help creative living together with minimal chances of getting stuck with negative energy.

This study will encourage reducing work related stress and giving new meaning to work relationship as well as develop realistic policies keeping in mind the overall welfare of individuals.

This study attempts to make empirical analysis of the problem with theoretical approach. The assessment of the objectives stated in section 1.5 is based on the review of literature in the field of leadership competency. The independent variables, operational definitions of dependant variables, hypothesis, tools of data collection, sampling techniques and statistical tools used in this study are discussed in Research Design and Methodology.

1.8 STATEMENT OF THE RESEARCH PROBLEM

In this study the attempts would be made to assess leadership competency in religious institution to analyze, understand and focus on the problem of leadership, in relation to the development of leadership skills and the growth of service of religious institutions. Also to find out what variables operate as sources of the problem.

“THE PROPHETIC SUPERVISION IN JUDAISM WITH SPECIAL REFERENCE TO THE BOOKS OF I & II SAMUEL: THE STUDY OF LEADERSHIP SKILLS AMONG THE STUDENTS OF RELIGIOUS STUDIES IN CHENNAI”
1.9 HYPOTHESESES

Hypotheses are stated as below for the study of Leadership Skills among the students of Philosophy, Psychology, Business Administration and Religious studies (Theology).

1.9.1 Main Null Hypothesis No 1

The Leadership Skills of the students of Religious Studies will not differ significantly from the students of Psychology, Philosophy and Business Administration. In other words ‘the Leadership Skills among the four groups will be equal’.

1.9.1.1 Sub- null hypotheses

The sub-hypotheses under the above main hypothesis are presented below in the null form for the convenience of statistical testing.

1.1 The (total) Self Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will not be significantly different.

1.2 The (total) Self Management level of the students of Religious Studies and Psychology, Philosophy and Business Administration will not be significantly different.
1.3 The (total) Social Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will not be significantly different.

1.4 The (total) Interpersonal Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will not be significantly different.

1.5 The (total) Spiritual Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will not be significantly different.

1.9.2 Main Alternative Hypothesis No 2

The Leadership Skills of the students of Religious Studies will differ significantly from the students of Psychology, Philosophy and Business Administration. In other words ‘the Leadership Skills among the four groups will not be equal’.

1.9.1.2 Sub-alternative hypotheses

2.1. The (total) Self Awareness level of the students of Religious studies and Psychology, Philosophy and Business Administration will be significantly different.

2.3 The (total) Self Management level of the students of Religious Studies and Psychology, Philosophy and Business Administration will be significantly different.
2.4 The (total) Social Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will be significantly different.

2.5 The (total) Interpersonal Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will be significantly different.

2.6 The (total) Spiritual Awareness level of the students of Religious Studies and Psychology, Philosophy and Business Administration will be significantly different.

In the present work four groups of the students have been studied to test the above hypotheses and sub hypotheses. Student t-test will be applied for the statistical analysis in chapter four. The above hypotheses were derived based on the objectives of the study.

1.10 LIMITATIONS OF THIS STUDY

1. There is no funding available for this research studies.

2. Time is limited.

3. The study covers only samples in Chennai.

4. Only five educational institutions are covered for the collection of data.

5. This is purposive sampling for Ph.D. program.
1.11 WORKING DEFINITIONS

1.11.1 Leadership

1. “It is a process by which one person influences the thoughts, attitudes, and behaviors of others.”

2. “Leadership is the design, creation, and management of group actions that direct the combined efforts of individuals in the group and their resources to achieve a goal.”

3. “A leader is a servant that aspires to leadership, making sure that other people have their highest needs met.”

4. “Leadership originates in a desire to change the present and making future ideal, It is a “spiritual process through which people seek ways to bring out the best in themselves and best in others’ like spirituality, it is a relationship grounded in a purpose”

5. “A leader is one or more people who selects, equips, trains, and influences one or more followers who have diverse gifts, abilities and skills, and focuses the followers to the organizational mission and objectives, causing the followers to willingly and enthusiastically expend spiritual, emotional and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.”

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1 D. Quinn Mills, *How to Lead, How to Live Leadership: The Importance of Leadership* (Singapore: MindEdge Press, 2006), Pg.11.
6. “Leadership involves being at the forefront and taking charge of events and issues arising from and touching on Leader’s area of jurisdiction. Most fundamentally Leadership is about service to the people. Leaders worth their salt consider themselves to be servants of the people they lead, Leadership becomes the custodian of public good.”  

7. “Leadership is a fundamental process by which organizational cultures are formed and changed”.

1.11.2 Self Awareness

Self awareness is a straightforward self knowledge about one’s existence. Two processes thinking and being are involved in it. It is about self examinations, how a person perceives and experiences one’s own interest, excitements, impression about self, “the capacity for introspection and the ability to reconcile oneself as an individual separate from the environment and other individuals”. It is also about learning what impact person’s behaviours will have on others, knowledge of this would help individuals to become effective in their interactions with others. Becoming Self Aware would help one to examine and change behaviours those are unproductive/ unsuccessful in nature.

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1.11.3 Social Awareness

Social awareness is social consciousness where one is “conscious of the difficulties and hardships of society”\(^9\), what trend the society is having and what issues general and specific members of the society or community face in their daily living. Social Awareness comes through ‘direct’ and ‘indirect’ exposure to the problem or sometimes through social revival or activation by recognition of the cause of peoples’ and communities’ suffering and its consequences. Generally the issues involved in social awareness are justice, equality and fairness. It is also about “knowing what is socially acceptable”\(^{10}\) behaviour.

1.11.4 Self Management/Time Management

Self Management and Time Management are taken synonymously here because of the researcher’s understanding that self management is time management. People who lack attention to the given task can not manage their time efficiently. It is a behavioural problem due to laziness, poor motivation, low intelligence, disobedience, poor upbringing or selfishness. Those who can manage self can mange time very well. According to the above understanding Time Management is about “taking control of your activities, duties, and commitments”\(^{11}\).

Time management is about exercising control over given time frame to accomplish the given task in a most competent manner. It is a creative task of “arranging, organizing, scheduling, and budgeting one’s time for the purpose of generating more

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\(^{11}\) <http://www.cigna.com/individualandfamilies/health-and-well-being/hw/medical-topics/stress management-av2103.html01/03/2012>
effective work and productivity.”\textsuperscript{12} The most important of all in time management is how much time one is allocating for the given task. In order to keep up time frame it is very important to prioritize goals: that which is urgent comes first, what is important comes second and then only comes what is modest. In order to have an effective control over time one has to have listing of tasks and the progress note.

\subsection*{1.11.5 Inter-Personal Awareness}

Interpersonal Awareness is rooted in personal need of individuals to be heard and respected by others. It is about recognizing and acknowledging that positive, caring and respectful relationships are vital to express thoughts and feelings in lenient and agreeable way to others. It is most powerful way of communication with assurance of empathy and respect for the feelings and views of others. It is an evidence of a steadfastness “to treat others with the same understanding, compassion, respect and positive regard as you would like to be treated. Interpersonal awareness is based on the understanding of others, their needs, desires, motivations, and emotions. We use that awareness to make others feel respected, acknowledged, liked and even loved”.\textsuperscript{13} According to this understanding performance and relationships go hand in hand in group work at office and even in domestic responsibilities.

\subsection*{1.11.6 Spiritual Awareness}

Spiritual learning is so important and to make it a lifetime interest makes humanity engage in transcendent relationship. Equality and justice are core values of spiritual consciousness and has strong potentials to bring change in unhealthy

\textsuperscript{12} \url{http://www.wisegeek.com/what-is-time-management.htm1/3/12}.

\textsuperscript{13} Murray, Interpersonal Skills vs. Interpersonal Awareness \url{http://geeksguides.net/?p=260}.\textsuperscript{12}
behaviour. In order to discover spiritual knowledge one must explore principles. Principles are centralizes truth for application in variety of conditions and contexts. First of all one must have humility to accept or at least assume that there is a higher being or higher power present in this Universe, faith is a medium for connectivity, and communication is possible through spiritual relationships such as prayers and meditation. Religions are established disciplines to begin knowledge in knowing transcendent, “Understanding of divine or transcendent realm, spirit is isolated, roving, gaining distance from experience to consider its context or meaning. Soul on the other hand, abides in the immediate, the intimate, in darkness where it receives or suffers in passivity associated with the feminine. Spirit is masculine, „creating, sparking as light, closely tied to purpose” 14 Spirituality is mystical, beyond ordinary understanding, a higher intelligence and ability to imagine and experience the presence and guidance of divine being translates into day today affair of humanity through virtue of empathy, love, care, respect, charity, forgiveness, acceptance and integrity. Spiritual is consisting of Spirit and not material, it belongs to moral feelings and state of soul, controlled and inspired by the divine Spirit, proceeding from the Holy Spirit; pure; holy; divine; heavenly-minded; opposed to carnal(Oxford Dictionary).

1.11.7 Spirituality

“Spirituality is perceived as non-physical infinite truth (reality), involving humankind’s ultimate nature” 15

It involves following things.

1. **Prayer**: a thanksgiving or an appeal spoken to one’s God

2. **Religious activities**: prayer, worship, rituals by music, songs and dances, celebration of festivals connected with religion(s)

3. **Meditation**: a state of concentrated attention on some object of thought (mental process) or awareness (perception and cognitive reaction to even or a condition, does not imply understanding but to be conscious of). It usually involves turning the attention inward to a single point of reference.

4. **Ultimate reality**: Divine (transcendental power) or God (supernatural, that which appears outside or beyond natural).

5. **Courage**: It is a virtue, the ability to face danger or pain without fear

6. **Hope**: It is a belief in a positive outcome. It is to have confidence.

Throughout this study the above definitions stated will serve as operational definitions for the concepts under study. In the following chapter various literatures on Leadership is discussed.