



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	STATUS OF INVESTMENT IN SOUTHERN NATIONS, NATIONALITIES AND PEOPLES REGIONAL STATE (SNNPRS) FROM 1993-2011. <i>DR. BREHANU BORJI AYALEW</i>	1
2.	HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS OUTCOMES IN INDIAN PUBLIC SECTOR BANKS <i>DR. T. MANGALESWARAN & DR. P. T. SRINIVASAN</i>	11
3.	ORGANISATIONAL CULTURE AND THE ENTREPRENEURIAL SCHOOL: A CASE STUDY <i>NICK CHANDLER</i>	17
4.	IMPACT OF TRAINING AND DEVELOPMENT IN CONTEXT OF IHRM <i>ANURADHA REDDY</i>	25
5.	JUST! FIVE DISTINCT LEADERSHIP STYLES <i>KRISHNA MURARI</i>	30
6.	A TEST ON MARKET EFFICIENCY OF BSE BANKEX: AN EMPIRICAL RESEARCH <i>DR. K.S. CHANDRASEKAR & ARAVIND.M</i>	37
7.	DETERMINING THE GAP BETWEEN CUSTOMER EXPECTATION AND PERCEPTION IN RETAIL BANKING <i>GANESH P</i>	44
8.	AN ANALYSIS OF 'ORGANIZATIONAL COMMITMENT' AMONG COLLEGE TEACHERS <i>DR. R. S. MANI & N. UMA DEVI</i>	49
9.	MANAGING PEOPLE FOR SUPERIOR PERFORMANCE & RETENTION <i>LRK KRISHNAN & DR. A SETHURAMASUBBIAH</i>	55
10.	AN ANALYSIS ON THE RELATIONSHIP STRATEGIES IN GENERAL INSURANCE SECTOR <i>AMRINDER SINGH & DR. G. S. BATRA</i>	60
11.	BPO PENETRATION IN FMCG SECTOR - AN EMPIRICAL STUDY IN INDIA <i>DR. CHANDAN A. CHAVADI & DR. RAJU L. HYDERABAD</i>	65
12.	MARKETING OF SELECT FOOD PRODUCTS: ETHICAL PRACTICES AND CUSTOMER SENSITIVITY <i>DR. ASHOK AIMA & NARESH SHARMA</i>	75
13.	INDIAN RURAL MARKETING: A NEW PATH TO PROFIT <i>DR. DEEPAKSHI GUPTA</i>	79
14.	WORK STRESS AND EMPLOYEE COUNSELLING <i>DR. KALYANI KENNETH & LATHA JANAKI.R</i>	84
15.	MEASURING OF RETAIL SERVICE QUALITY - A STUDY OF SUPERMARKETS IN BANGALORE <i>S.MANJUNATH & DR. CYNTHIA MENEZES PRABHU</i>	87
16.	CONCEPTUALISING CAUSE RELATED MARKETING: A REVIEW & RESEARCH PROPOSITIONS <i>KRISHAN GOPAL</i>	94
17.	A STUDY OF THE FACTORS AFFECTING EMPLOYEE ENGAGEMENT AMONG THE EXECUTIVES OF MNC'S IN DELHI AND NCR <i>SILKY MADAN</i>	98
18.	PSYCHOGRAPHIC APPERCEPTION AND PURCHASE RESONANCE OF FOREIGN BRANDS IN THE INDIAN MARKETING SECTOR <i>APARNA MARWAH & DALJEET SINGH BAWA</i>	105
19.	CONSUMER COMPLAINT BEHAVIOUR: AN INDIAN PERSPECTIVE <i>DR. MITU G MATTA</i>	113
20.	A STUDY OF EXPECTATION OF B-SCHOOL STUDENTS FROM MANAGEMENT INSTITUTES WITH REFERENCE TO B –SCHOOLS IN PUNE <i>RAJESH KUMAR AGRAWAL</i>	117
21.	CHANGING SCENARIO OF HUMAN RESOURCE MANAGEMENT IN THE 21ST CENTURY: FACTS AND CHALLENGES <i>SRI. PHILIP MODY & SRI. B.P.S BARUA</i>	119
22.	CHANGE: TO BE ACCEPTED WITH OPEN ARMS RATHER A THING TO BE RESISTED <i>NEHA VOHRA</i>	123
23.	AN EMPIRICAL STUDY OF SUPERIOR-SUBORDINATE CONFLICT MANAGING STYLES INFLUENCING CORPORATE DECISION-MAKING <i>RANGARAJ G & DR. R. THIMMARAYAPPA</i>	125
24.	WORKING CAPITAL MANAGEMENT AND PROFITABILITY – A CASE STUDY OF ANDHRA PRADESH POWER GENERATION CORPORATION <i>SYED AZHAR & B. RAMESH</i>	128
25.	CUSTOMER RETENTION THROUGH SERVICE RECOVERY <i>PIYALI PAL</i>	131
	REQUEST FOR FEEDBACK	135

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at: [Ulrich's Periodicals Directory](#) ©, [ProQuest, U.S.A.](#), [The American Economic Association's electronic bibliography, EconLit, U.S.A.](#),

[EBSCO Publishing, U.S.A.](#), [Index Copernicus Publishers Panel, Poland](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than Hundred & Eighteen countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ROSHAN LAL

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

DR. KUMARDATT A. GANJRE

Director, Mandar Education Society's 'Rajaram Shinde College of M.B.A.', Pedhambe – 400 706, Maharashtra

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. N. SUNDARAM

Associate Professor, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: infoijrcm@gmail.com or info@ijrcm.org.in.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Engineering/Finance/Marketing/HRM/General Management/other, **please specify**).

DEAR SIR/MADAM

Please find my submission of manuscript titled '_____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed 5000 words.

10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on December 17, 2011 <http://epw.in/user/viewabstract.jsp>

JUST! FIVE DISTINCT LEADERSHIP STYLES

KRISHNA MURARI
CHIEF MANAGER (QUALITY)
COMPOSITE MANUFACTURING DIVISION
HINDUSTAN AERONAUTICS LIMITED.
MARTHAHALLI POST
BANGALORE

ABSTRACT

Fast changing business environment is a major factor in new emphasis on leadership. However, it is found that there is no consensus on definition of leadership among scholars. Definitions vary in terms of emphasis on leader abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation and appeal to self versus collective interests (Bass, 1990a, Yukl, 1994). Similarly, there are many types of leadership styles identified by leadership models, leadership theories and various scholars. Important leadership styles identified by the researches are Autocratic leadership style, Bureaucratic leadership style, charismatic leadership style, democratic leadership or participative leadership style, laissez-faire leadership style, people-oriented leadership/relations-oriented leadership/ human relation leadership style, servant leadership style, visionary leadership style, task-oriented leadership style, transactional leadership style, transformational leadership style, abusive leadership style, ethical leadership style, primal leadership style, entrepreneurial leadership style, holistic leadership style, Transcendental leadership style. In this study attempts are made through literature survey to find out interrelationship among various leadership styles and limitations of some of the leadership styles. It is found that transaction leadership, transformational leadership, servant leadership, abusive leadership and ethical leadership are distinct in nature and need focus for study and understand them to develop the right leadership style for developing right environment for the success of the organization in present cut throat competition in local and global market.

KEYWORDS

Abusive leadership, Ethical leadership, Transactional leadership, Transformational leadership, Servant leadership.

INTRODUCTION

Fast changing business environment is a major factor in new emphasis on leadership. Whereas in the past, managers were expected to maintain the status quo in order to move ahead, new forces in the marketplace have made it necessary to expand this narrow focus. The new leaders of tomorrow are visionary. They are both learners and teachers. Not only do they foresee paradigm changes in society, but they also have a strong sense of ethics and work to build integrity in their organizations.¹

For the last twenty years, the topic of leadership has become popular among scholars. Considerable research on this topic has appeared in the literature (Dansereau & Yammarino, 1998; Avolio & Yammarino, 2002). However, there is neither comprehensive understanding of what leadership is, nor is there an agreement among different scholars on what good or effective leadership should be. Also, there is no consensus on definition of leadership among scholars. Definitions vary in terms of emphasis on leader abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation and appeal to self versus collective interests (Bass, 1990a, Yukl, 1994).

Literature review highlights that the term "Leadership" is defined in various ways by different scholars. Some define Leadership as reciprocal process (Barrow, 1977; Cartwright & Zander, 1998 and Hollander, 1985) and some other define it as a transactional process (Burns, 1978; Hollander & Julian, 1969; and Pigors, 1935) while Bass (1985) and Bass et al. (1987) define leadership as a transformational process and Grimes (1978) calls it as a cooperative process.

Important leadership styles identified by the researches are Autocratic leadership style, Bureaucratic leadership style, charismatic leadership style, democratic leadership or participative leadership style, laissez-faire leadership style, people-oriented leadership/relations-oriented leadership/ human relation leadership style, servant leadership style, visionary leadership style, task-oriented leadership style, transactional leadership style, transformational leadership style, abusive leadership style, ethical leadership style, primal leadership style, entrepreneurial leadership style, holistic leadership style, transcendental leadership style.

During research survey, it is found that there are many interrelatedness among various leadership styles e.g. Burns (1978) covers bureaucratic style under transactional charismatic and ethical leadership under Transformational leadership styles. In view of this, an attempt is made in this study to identify the interrelationship of various leadership styles, limitations of some of the leadership styles and identify exclusive leadership styles which are important for study in present business scenario.

LEADERSHIP

A leader is an agent of change, and progress is about change. In the words of Robert F Kennedy, 'Progress is a nice word; but change is its motivator.' Leadership is about raising the aspirations of followers and enthusing people with a desire to reach for the stars. For instance, Mahatma Gandhi created a vision for independence in India and raised the aspirations of Indians. A leader has to raise the confidence of followers. He should make them understand that tough times are part of life and that they will come out better at the end of it. He has to sustain their hope, and their energy levels to handle the difficult days the leader has to create hope. He has to create a plausible story about a better future for the organization: everyone should be able to see the rainbow and catch a part of it. (Narayan Murthy, 2005).²

There is no consensus on definition of leadership among scholars. Definitions vary in terms of emphasis on leader abilities, personality traits, influence relationships, cognitive versus emotional orientation, individual versus group orientation and appeal to self versus collective interests (Bass, 1990a, Yukl, 1994).

Barrow (1977), Cartwright & Zander (1998), Hollander (1985) define Leadership is a reciprocal process. Any aspect of the leader, group member or setting can influence and be influenced by every other variable in the system. An interactional view assumes that leadership is a fluid, dynamic process involving continual adjustments among the three elements Leadership is a transactional process (Burns 1978, Hollander & Julian 1969) and Pigors 1935). The leader/member relationship is a form of social exchange; leaders and group members trade their time and energy in exchange for valued monetary and social rewards. Bass (1985), Bass et al. (1987) elaborate that leadership is often a transformational process. The transformational leader increases group members' motivation, confidence and satisfaction by uniting members and changing their beliefs, values and needs. Grimes (1978) explain that the leadership is a cooperative process of legitimate influence than sheer power.

A few leaders understand the significance of influence of their leadership style on the performance and satisfaction of their employees. Leaders control both interpersonal and material rewards and punishments that shape employee behavior and influence the employee's performance, motivation, and attitude. They can affect an employee's self-image and resulting potential in either a positive or negative way by being supportive, fair, and encouraging, or unsupportive, inconsistent, and critical. In addition, they can even affect an employee's health and energy level by creating a stimulating work climate or one filled with tension and fear. The influence of a leader's style reaches greater proportions as the effects on individuals begin to have a cumulative effect on group performance. There are some variables other than a leader's style that affect employee performance and satisfaction. But, the potential consequences of a leader's style should be understood and not be underestimated (Warrick, 1981).

LEADERSHIP STYLES

Leadership styles are crucial to success. We find ourselves taking leadership roles at one point or the other in our lives. We can easily find leadership in the world of business, sports, religion, and politics and even at home. Some are leaders are successful and others are not. Some get respect and others are not. Surprisingly some of the successful leaders do not get respect rather people hate them. This depends on kind of leadership style adopted by a person. From Mahatma Gandhi to Jack Welch and Martin Luther King to Rudolph Giuliani, there are as many leadership styles as many leaders. Fortunately, business people and psychologists have developed useful, shorthand ways of describing the main leadership styles that can help aspiring leaders to understand and adapt their own styles and leadership impact (Murari and Gupta, 2009).

LEADERSHIP STYLES IDENTIFIED IN LEADERSHIP MODEL, LEADERSHIP THEORIES, BY VARIOUS SCHOLARS AND LITERATURE REVIEW

A leadership model refers to a theoretical construct which may have been derived from one philosophy or resemble the approach espoused by a selected philosopher, or which may have been derived from various philosophies. There are six important models of leadership are: Burns Model; Greenleaf Model; Bennis and Burt Model; Kotter Model Kouzes and Posner model and Rost Model.

There are various leadership theories. These are Man Theory; Trait Theory; Behavioral Theories (Role Theory and The Managerial Grid); Participative Leadership (Lewin's leadership styles and Likert's leadership styles); Situational Leadership (Hersey and Blanchard's Situational Leadership, Vroom and Yetton's Normative Model and House's Path-Goal Theory of Leadership) ; Contingency Theories (Fiedler's Least Preferred Co-worker (LPC) Theory, Cognitive Resource Theory and Strategic Contingencies Theory) ; Transactional Leadership (Leader-Member Exchange (LMX) Theory); Transformational Leadership (Bass' Transformational Leadership Theory, Burns' Transformational Leadership Theory and Kouzes and Posner's Leadership Participation Inventory).³

Rao and Rao (2000) attempted to identify the impact of three different leadership styles namely benevolent or paternalistic style, critical style and developmental style on the learning climate generated in the organization as perceived by 48 top level managers in a company. He identified Autocratic leadership, Bureaucratic leadership, Charismatic leadership, Democratic leadership or Participative leadership, Servant leadership, Transactional leadership and Transformational leadership styles.

Warrick (1981) identified four types of leaders viz. Human Relations Leader, Democratic Leader, Laissez Faire Leader and Autocratic Leader.

NiCarthy et al. (1993) identified a number of abusive leadership styles in workplace research. Unfortunately these counterproductive styles are still present in far too many organizations today.

Grace (1990)⁴ based on his formal leadership research and personal passions around faith and identified Ethical leadership style.

Goleman (2002) identified primal leadership style which refers to the emotional dimension of leadership. Orlov (2003) identified Holistic Leadership and defined it as being able to lead from the mind, the heart, and the soul. Kotelnikov (2005) brought the concept of Entrepreneurial leadership which is based on the attitude that the leader is self-employed.

Concept of transcendental leadership was discussed by many scholars. Transcendental leadership can be portrayed as a spiritual relational process in the postmodern spiritual workplace (Biberman & Whitty, 1997; Fry, 2003; Fry et al., 2005; Cardona, 2000; Sanders et al., 2003). Liu (2007) explains that transcendental leadership with high internal locus of control extrinsically, intrinsically, and transcendently motivate employee and thus is more effective than transactional leadership and transformational leadership in motivating employee in the uncertain age.

Servant leadership views a leader as a servant of his/her followers. It places the interest of followers before the self-interest of a leader, emphasizes personal development and empowerment of followers. The servant leader is a facilitator for followers to achieve a shared vision (Greenleaf, 1977; Spears, 1998; Laub, 1999; Spears and Lawrence, 2002).

Various leadership styles identified through literature review are as follows:

- a) Autocratic leadership
- b) Bureaucratic leadership
- c) Charismatic leadership
- d) Democratic leadership or Participative leadership
- e) Laissez-faire leadership
- f) People-oriented leadership/ Relations-Oriented leadership/ human relation leadership
- g) Situational leadership
- h) Servant leadership
- i) Task-oriented leadership
- j) Transactional leadership
- k) Transformational leadership
- l) Abusive leadership
- m) Ethical leadership
- n) Primal Leadership
- o) Entrepreneurial leadership
- p) Transcendental leadership

INTERRELATIONSHIP OF LEADERSHIP STYLES

Literature survey reveals that there is interrelationship among various leadership styles. Most of the leadership styles have interrelationship with Transactional and transformational leadership styles. Or in other words, they are subset of these leadership styles.

Burns (1978) proposed the theory of Transactional and Transformational leadership. Transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of exchange of valued things. Contrast with this is transformational leadership where leaders and followers raise one another to higher levels of motivation and morality. He explains that various names are used for transformational leadership like exalting, uplifting, preaching, exhorting, evangelizing. Transformational leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led

Transactional leadership is a process of social exchange between followers and leaders that involves a number of reward-based transactions. The transactional leader clarifies performance expectations, goals, and a path that will link achievement of the goals to rewards. The leader also monitors followers' performance and takes corrective actions when necessary (Graen & Cashman, 1975; Burns, 1978; Graen & Scandura, 1987; Hollander, 1993; Yukl, 1994; Bass, 1996).

Transformational leadership occurs when a leader inspires followers to share a vision, empowering them to achieve the vision, and provides the resource necessary for developing their personal potential Transformational leaders serve as role models, support optimism and mobilize commitment, as well as focus on the followers' needs for growth (Bass & Avolio, 1988, 1994a, 1994b; Bass, 1996).

LEADERSHIP STYLES RELATED WITH TRANSACTIONAL LEADERSHIP STYLE

Many leadership styles are found to be related with transactional style such as bureaucratic leadership and autocratic leadership. Burn's describes five different types of leaders among the Transactional leadership styles, (Burns 1978):

- a) **Opinion Leaders** - those leaders with the ability to sway public opinion.

- b) **Bureaucratic Leaders** - those that hold position power over their followers.
- c) **Party Leaders** - leaders that hold political positions or titles in a particular country.
- d) **Legislative Leaders** - political leaders that are at work behind the scenes.
- e) **Executive Leaders** - often described as the president of a country, not necessarily bound to a political party or legislators.

TRANSACTIONAL LEADERSHIP AND BUREAUCRATIC LEADERSHIP

The bureaucratic organization seems to be the product of conscious decision by leadership to organize human and material resources for carefully defined goals. They have actual and formal authority to do so. It focuses on consistency, predictability, stability and efficiency more than creativity. (Burn, 1978). Bureaucratic Leaders hold position power over their followers and it is a form of transactional leadership.

TRANSACTIONAL LEADERSHIP AND AUTOCRATIC LEADERSHIP

Autocratic leadership is an extreme form of transactional leadership, where leader has absolute power over his or her employees or team. Employees and team members have little opportunity for making suggestions, even if these would be in the team or organization's interest. Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. For some routine and unskilled jobs, the Style can remain effective where the advantages of control outweigh the disadvantages.¹

LEADERSHIP STYLES RELATED WITH TRANSFORMATIONAL LEADERSHIP STYLE

Transformational style is found related with many leadership styles such as charismatic leadership, ethical leadership, democratic, participative, task oriented or relation oriented leaderships and Transcendental leadership. These styles along with their inter-relations have been discussed in following Para.

TRANSFORMATIONAL AND CHARISMATIC LEADERSHIP

Burns' theory describes five types of transformational leaders including:

- a) **Intellectual Leaders** - transforms society through clarity of vision.
- b) **Reform/ moral Leaders** - changes society by addressing a single moral issue.
- c) **Revolutionary Leaders** - brings about changes in society through sweeping and widespread transformation.
- d) **Charismatic Leaders** - use personal charm to bring about change.
- e) **Ideological Leadership** - dedicate themselves to explicit goals that require substantial social change

The concept of charisma has fertilized the study of leadership. The term itself means the endowment of divine grace. It has taken different but overlapping meanings: leaders' magical qualities; an emotional bond between leadership and led; dependence on father figures by the masses; popular assumption that a leader is powerful, omniscient, and virtuous; imputation of enormous supernatural power to leaders; and popular support for leaders verging on love. Heroic leaders- in contrast with the leaders who merely enjoying popular favour – usually arise in societies undergoing profound crisis. Gandhi is an example of this kind of leadership (Burns, 1978).

TRANSFORMATIONAL LEADERSHIP AND DEMOCRATIC, PARTICIPATIVE, TASK ORIENTED OR RELATION ORIENTED LEADERSHIPS

Transformational leadership can be directive, participative, task oriented or relation oriented depending on situation or based on their characteristics (Bass, Avalor and Goodheim, 1987)

A study carried out by Fernando et al. (2007) to find out the relationship among transformational leadership style with traditional leadership styles revealed that there is very high correlation between transformational leadership style and relation oriented ($r=0.85$), transformational and democratic leadership ($r=0.81$), transformational and task oriented leadership ($r=0.77$).

TRANSCENDENTAL LEADERSHIP- AN EXTENSION OF TRANSFORMATIONAL LEADERSHIP

Transcendental leadership can be viewed as a field of inquiry within the broader context of workplace spirituality (Fry, 2003). Transcendental leadership uses values, attitudes, and behaviors (altruistic love, hope/faith, vision) to intrinsically motivate followers, thus increase followers' senses of spiritual survival, i.e., calling (life has meaning, make a difference) and membership (interconnection, be understood, be appreciated), and the resulting positive organizational outcomes (Fry, 2003; Fry et al., 2005). Transcendental leadership taps into the fundamental needs of both leader and follower for spiritual survival and aims to improve the spiritual development of both the leader and followers (Cardona, 2000; Fry, 2003; Sanders et al., 2003).

Without desire to manipulate others, transcendental leaders addresses the weakness of transformational/charismatic leadership by providing the motives behind a leader's practices, that is, altruistic love, a sense of wholeness, harmony and well-being produced through care, concern, appreciation of both self and others, and authentic selfless concern for people, and thus help followers feel powerful and enabled to make decisions, accomplish work, and lead on their own (Fairholm, 1996; Fry, 2003; Kakabadse et al., 2002).

In addition, transcendental leadership is a "visioning process", an "ethical process that reflects requirements for legitimacy for both leader influence and follower empowerment to facilitate value congruence" (Fry, 2003, 2005). Therefore, transcendental leadership is both follower centered and leader-centered process. Transactional, transformational, and transcendental leadership are located in nested hierarchy, with the transcendental leadership incorporates and extends the former two (Cardona, 2000; Sanders et al., 2003).

Fairholm (1996) suggested that transactional, transformational, and transcendental leadership can be ranked along a continuum from managerial control to spiritual holism. Here seems to be an emerging orthodoxy in the literature favoring a blend of transactional and transformational leadership (Bryant, 2003; Gellis, 2001; Hoyt and Blascovich, 2003).

ENTREPRENEURIAL LEADERSHIP – AN EXTENSION OF TRANSFORMATIONAL LEADERSHIP

Transformational leaders create adaptive, entrepreneurial, innovative and flexible organizations. Their personal and professional image makes it possible for them to successfully lead people in such an environment, i.e. to stimulate changes and to realize them successfully (Tichy and Devanna, 1986).

Tarabishy et al. (2003) explain that entrepreneurial leadership is one of an enterprising, transformational leader who operates in a dynamic market that offers lucrative opportunities. The entrepreneurial leader has the following transformational leader dimensions, using Sashkin (1995) definition of transformational leadership. They have clarity, communication, consistency, caring, creating opportunities, self-confidence, power need and its use, and vision. The entrepreneur part of entrepreneurial leadership is the ability to recognize opportunities in a dynamic market. Although the concepts of entrepreneurship and leadership are found universally, much still needs to be learned about how they are affected by the context in which entrepreneurial leadership occurs.

Transformational leadership provides long-term vision to entrepreneurial endeavors by bringing meaning to disconnected activities. Transformational leadership also supplies a healthy motivational counterbalance to the instrumental focus of transactional leadership by engaging members of the new venture on a basis that extends beyond parochial self-interest. Supplying inspiration, vision, and deeper meaning through transformational leadership promote incremental contributions through effort beyond the call of duty (Burns, 1978).

LIMITATION OF SOME LEADERSHIP STYLES

Primal leadership style has some controversial issues and laissez faire leadership style is a non active leadership styles. The limitations of these leadership styles are discussed in following Para.

PRIMAL LEADERSHIP STYLE AND CRITICS

Goleman et al. (2002) identify four behavioral domains important for leadership:

- **Self Awareness.** This includes the ability to read oneself to know his/her emotions and recognize their impact on others, know his/her limitations and strengths, and have a good sense of his/her capabilities.
- **Self Management.** This domain encompasses having emotional self control, being honest, adaptable, and driven to improve performance and meet standards of excellence, and possessing initiative and optimism.

- **Social Awareness.** Leadership requires empathy and sensitivity to others' emotions, taking interest in others, organizational and political awareness, and a willingness to serve the needs of both customers and employees.
- **Relationship Management.** Success in this domain rests on his/ her ability to guide and motivate others, to influence people and help them develop, and to serve as a catalyst for change, manage conflict, and forge the bonds required for effective teamwork and collaboration.

Goleman et al. (2002) feel that very few people are excellent in all four domains but successful leaders are very competent in at least two or three. Different situations require different types of leadership. Sydney (2002) argues that this seems like common sense, but the dynamic range of most managers is rather limited.

Sidney (2002) disagrees with Goleman et al. (2002) to put people before strategy. He believes that one should consider them in parallel with strategy as the leaders need a balance between emotional intelligence (the personal, behavioral side of leadership) and functional intelligence (the vision, knowing the market, decision making, judgment, etc.) in order to do their job effectively. If someone spends all his time building teams and rallying the troops but ignoring business strategy, then how would he know in which direction is the organization going? And what type of people he needs to get the goals?

Sidney (2002) argues that the perspective of primal leadership is getting progressively more academic and psychological and less pragmatic and there are very less data to support several claims made by Goleman et al. (2002). He further elaborates that, to succeed, leaders need more than the traits discussed by Goleman et al. (2002); they must also know and be able to apply the business fundamentals and practical mechanics required to thrive in a real work environment.

Johnson (2002) suggests that leadership community should reject the claim that emotional intelligence is a key to a leader's effectiveness. Such assertions strike a discordant note because they lack a solid conceptual and logical foundation. Controversy surrounding EI begins with debate over the concept's legitimacy as they are not independent of cognitive ability and personality.

LAISSEZ-FAIRE LEADERSHIP STYLE – NON- ACTIVE LEADERSHIP STYLE

Bass et al. (1997) conceptualized a third type of leadership, laissez-faire leadership other than transactional and transformational leadership, which was hypothesized to occur when there is an absence or avoidance of leadership. In this case decisions are delayed, and reward for involvement absent. No attempt is made to motivate followers, or to recognize and satisfy their needs (Bass & Avolio, 1997). Laissez-faire leadership is classified as the absence of leadership. This sedentary approach to leadership includes behaviors such as ignoring problems and needs, an inability to recognize followers' achievements and an overall lack of responsibility for management duties (Bass, 1996; Yukl, 2006). This category of leadership is described as the most ineffective and passive form of leadership (Avolio, 1999).

A laissez-faire leader is the non-existing entity as a leader. In this leadership style, the leader avoids making decisions, relinquishes responsibility, and does not use his or her full authority (Antonakis, et al., 2003). With this style of leadership, the leader willfully decides not to take action. Therefore, the laissez-faire element of leadership is a passive and ineffective style of leadership (Block, 2003).

SITUATIONAL LEADERSHIP STYLE - A MIX OF LEADERSHIP STYLES

Hersey and Blanchard (1969) explain that the situational leadership model rests on two concepts:

- i. Leader effectiveness results from using a behavioral style that is appropriate to the demands of the environment;
- ii. Leader effectiveness depends on learning to diagnose that environment.

The fundamental keystone of the Situational Leadership Theory is there is no single "best" style of leadership. Effective leadership is task-relevant and that the most successful leaders are those that adapt their leadership style to the Maturity of the individual or group whom they are attempting to lead or influence. Maturity of follower means the capacity of the follower to set high but attainable goals, willingness and ability to take responsibility for the task, and relevant education and/or experience of an individual or a group for the task. It means that the effective leadership varies, not only with the person or group that is being influenced, but it will also depend on the task, job or function that needs to be accomplished (Hersey and Blanchard 1977).

Successful leaders adapt recognizing that there is no one best leadership style to use for all situation. Various situations call for the leader to adapt their leadership style (Blanchard, Zigarmi, & Nelson, 1993). Hence, it is necessary that leader should adopt a suitable style based on the situation. The key factor to being successful at adaptation is that leaders know when to use a particular style of leadership. Situational leaders have an instinctive ability to distinguish when it is best to lead by consent and when it is necessary to make decisions independently based on the situation, time, and people involved. The amount of guidance a leader gives, the depth of relationship support the leader provides, and the degree of preparedness of the follower must be acknowledged by the leader (Lowell, 2003). Degree of difficulty of the task and the employee's developmental level are the two other factors that the situational leader should consider when deciding on a leadership style. The developmental level judges the employee's competence and commitment to perform a particular task with little to no supervision (Blanchard, 1991).

Situational leadership focuses on the task and relationship behavior of the leader and follower. Task behavior involves the specifics of the task such person to whom the task is assigned, what, how and when needs to be done. Relationship behavior creates more of a dialogue about the task between the leader and the follower (Nahavandi, 2000). Situational leaders fine-tune their style based on the competence and commitment of their followers.

DISTINCT LEADERSHIP STYLE

From above discussion, following five leadership styles can be considered as distinct leadership styles

- a) Transactional leadership style
- b) Transformational leadership style
- c) Abusive leadership style
- d) Servant leadership style
- e) Ethical leadership style

TRANSACTIONAL LEADERSHIP STYLE

Transactional leadership concept is developed based on two primary factors: contingent reward approach (rewards are provided in exchange for meeting agreed upon objectives or the ability of followers to perform tasks based on their leaders' wish) and management-by-exception (the leaders intervene when employees make mistakes by establishing visible mechanisms to implement proper rules) (Bass and Avolio, 1991, 1993, Howell and Avolio, 1993, Lowe et al., 1996, MacKenzie et al., 2001). In practice, transactional leadership is equally important as transformational leadership in order to help leaders increase organizational competitiveness in an era of global competition (Bass and Avolio, 1993, Howell and Avolio, 1993, Pillai et al., 1999).

Based on the characteristics identified by Burns (1978), Mackenzie et al. (2001), Cherry (2007), Sisti and Latimer (2007) and Ismail, et al. (2010), the characteristics of transactional leadership style are

- a) Reciprocal,
- b) Flexible,
- c) Substitute,
- d) Adaptive,
- e) Volatile,
- f) Low emphasis for training,
- g) Low trust,
- h) Task oriented (less relation oriented).

TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leadership is defined as having four conceptually distinct elements: charismatic leadership/idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1996). Transformational leadership brings higher levels of personal commitment amongst 'followers' to organizational objectives and fosters capacity development. According to Bass (1990b) transformational leadership "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group." Along with this, heightened capacity and commitment lead to additional effort and greater productivity (Leithwood & Jantzi, 2000).

Based on characteristics identified by many scholars, common characteristics identified by the scholars and researchers can be taken as characteristics of transformational leadership (Bass, 1985). Bennis and Nanus, 1985; Schein, 1985; Podsakoff et al., 1996; Ayalio, et al., 1999; Leithwood and Jantzi, 1999 and Hay, 2007) are

- a) Idealized influence (leader becomes a role model),
- b) Inspiration motivation (motivation, team spirit),
- c) Intellectual stimulation (creativity and innovation)
- d) Individualized consideration (mentoring)

SERVANT LEADERSHIP STYLE

Recently, the concept of servant leadership has been introduced to the leadership literature. Robert Greenleaf, the founder of the Greenleaf Center for Servant Leadership, conceptualized the idea of the servant leader. In his vision, the leader is first seen as a servant to others. The servant assumes a non-focal position within a group, providing resources and support without an expectation of acknowledgement. Through repeated servant behaviors, these individuals eventually emerge as pivotal for group survival and are thrust into a leadership position. (Greenleaf, 1977; Spears and Lawrence, 2002). Servant leadership views a leader as a servant of his/her followers. It places the interest of followers before the self-interest of a leader, emphasizes personal development and empowerment of followers. The servant leader is a facilitator for followers to achieve a shared vision (Greenleaf, 1977; Spears, 1998; Laub, 1999; Spears and Lawrence, 2002).

The following ten characteristics defined by Spears (1998) are considered the most acceptable characteristics of the servant leadership

- a) **Listening** to what is said (and not being said).
- b) **Empathy** towards others and assuming their good intentions.
- c) **Healing** oneself and others.
- d) **Awareness** of self and seeing issues from a systems perspective.
- e) **Persuading** others, not coercing through compliance.
- f) **Conceptualizing** and balancing this with operational issues.
- g) **Foresight** to understand the past, the present, and the future.
- h) **Stewardship** by holding in trust our institutions for society.
- i) **Developing People** personally, professionally, & spiritually.
- j) **Building Community** within institutions and among

ABUSIVE LEADERSHIP STYLE

Alison Starratt et al. (2010) found that there are three emotional responses on abusive leadership viz. Feeling hopeless, Feeling humiliated and Feeling anxious. Jacques (1995) feels that a mismatch between organizational roles and the capabilities the leaders can lead to a manipulative abuse of personal power, resulting in a highly toxic and unpleasant environment. Wyatt and Hare (1997) emphasize that leaders or managers who lack personal power misuse their legitimate role power by becoming abusive. These are driven by their insecurity and fear.

Characteristics of abusive leadership identified by Sheehan (1996), Hughes, et al. (1999), Ashforth (1994), Whittell (2005) and Starratt et al. (2010) are as follows:

- a) Insincerity
- b) Low self esteem
- c) Verbally Abusive or harassing
- d) Arrogance
- e) Interpersonal Insensitivity
- f) Remorselessness
- g) Impatience
- h) perfectionism
- i) Unreliability
- j) Parasitism
- k) Unethical

ETHICAL LEADERSHIP STYLE

Trevino et al. (2003) explain that ethical leadership is leadership that is involved in leading in a manner that respects the rights and dignity of others. The character and integrity of the leader provide the basis for personal characteristics that direct a leader's ethical beliefs, values, and decisions. "As leaders are by nature in a position of social power, ethical leadership focuses on how leaders use their social power in the decisions they make, actions they engage in and ways they influence others". Leaders who are ethical demonstrate a level of integrity that is important for stimulating a sense of leader trustworthiness (Reilly, 2006). Ethical leadership is not the same as transformational leadership. Transformational leaders could be ethical or unethical depending on their motivation. While ethical leadership is similar to the 'idealised influence' dimension of transformational leadership, the moral aspect of ethical leadership is equally interpretable in terms of transactional leadership (Brown and Trevino, 2006).

Based on the discussion, the characteristics of ethical leadership identified Brown and Trevino (2006), Mowbray (2009) and Rooprai (2010) can be summarized as follows:

- a) Non- Prejudicial
- b) Non -discriminatory
- c) Respectful of others
- d) Honest (Probity)
- e) Transparent
- f) Sound (Integrity)
- g) Reliable
- h) Selfless (without self interest)
- i) Humble

DISCUSSION AND CONCLUSION

Leadership styles are crucial to success. We find ourselves taking leadership roles at one point or the other in our lives. Leaders who are successful but abusive do not get respect and subordinates hate them. Also such leaders are harmful for the growth of the organization as an individual they may be successful but they damage the organization as many knowledgeable persons leave the organization as they can not bear such behaviour (Murari and Gupta, 2009).

Bureaucratic Leadership and autocratic leadership styles are different forms of transactional leadership style. Charismatic, Democratic, Participative, Task oriented or Relation oriented leadership styles can be considered different aspects of transformational leadership style.

Transcendental leadership style and Entrepreneurial leadership styles are found to be an extension of transformational leadership styles. Controversy is attached to the primal leadership style and Laissez-faire leadership style is a non- active leadership style. Situational leadership style is combinational of various leadership styles used by leadership based on the situation.

Transactional leadership style, Transformational leadership style, Abusive leadership style, Servant leadership style and Ethical leadership style are distinct in nature. These need to be studied from their influence on various aspects of organizational behavior, culture, effectiveness and suitability for present business scenario.

REFERENCES

- Starratt, A. et al. (2010): Young workers' experiences of abusive leadership Commerce Department, Mount Allison University, Sackville, Canada, viewed on MAY20,2010 <http://northumbria.openrepository.com/northumbria/bitstream/10145/108836/5/Starrat,%20Grandy%20%20Young%20workers%20experience%20of...%20Non-branded%20article.pdf>
- Antonakis, et al. (2003), "Context and leadership: An examination of the nine factor full range leadership theory using multifactor leadership questionnaire", *The Leadership Quarterly*, 14, pp.261 -295.
- Ashforth, B.E. (1994), "Petty tyranny in organizations", *Human Relations*, 47 (7), pp.755-78.
- Avolio, B.J. (1999), "Full leadership development: Building the vital forces in organizations", Thousand Oaks, CA: Sage.
- Avolio, B.J., Yammarino, F.J. (Eds.), (2002), "Transformational and charismatic leadership: The road ahead", JAI-Elsevier Science, V2, Amsterdam.
- Barrow, J. (1977), "The Variable of Leadership: A Review and Conceptual Frame Work", *Academy of Management Review*, v2, 1977, pp. 231-251
- Bass, B. M. (1985), "Leadership and performance beyond expectations; New York, NY: Free Press.
- Bass, B.M. (1990a), "Handbook of Leadership: Theory, Research and Managerial Applications", New York: Free Press, pp. 803
- Bass, B. M. (1990b), "From Transactional to Transformational Leadership: Learning to Share the Vision", *Organizational Dynamics*, pp. 19-31.
- Bass, B. M. (1996), "New paradigm of leadership: an inquiry into transformational leadership Alexandria", VA: U.S. Army Research Institute for the Behavioral and Social Sciences
- Bass, B.M., Avolio, B.J. (1988), "Transformational leadership, Charisma, and beyond", *Emerging leadership vistas* Lexington, MA: Lexington Books edited by Hunt, J.G., Baliga, B.R., Dachler, H.P., Schriesheim, C.A. (Eds.), pp. 29-49.
- Bass, B.M., Avolio, B.J. (1991), "The multi-factor leadership questionnaire", Palo, Alto, CA: Consulting Psychologists Press
- Bass, B.M., Avolio, B.J., (1993), "Transformational leadership and organizational culture", *Public Administration Quarterly*, 17, pp. 112-121
- Bass B. M., Avolio B. J. (Eds.), (1994a), "Improving organizational effectiveness through transformational leadership", Thousand Oaks, CA: Sage Publications.
- Bass, B. M.; Avolio, B. J., (1994b), "Transformational leadership and organizational culture", *International Journal of Public Administration*, 17 (3/4), pp. 541-552.
- Bass, B. M., & Avolio, B. J. (1997), "The full range leadership development manual for the multifactor leadership questionnaire", Redwood City, CA: Mindgarden Inc.
- Bass, Avalorio and Goodheim (1987), "Biography and Assessment of Transformational Leadership at the World Class Level", *Journal of Management*, 13, pp. 7-19
- Bennis, W., & Nanus, B. (1997), "Leaders: Strategies for taking charge", 2nd edition, New York: Harper Collins.
- Biberman, J., and Whitty, M. (1997), "A Postmodern Spiritual Future for Work", *Journal of Organizational Change Management*, 10(2), pp.130-138.
- Blanchard, K. (1991), "Situational view of leadership", *Executive Excellence*, 8(6), pp. 22-23.
- Blanchard, K., Zigarmi, D., & Nelson, R. (1993), "Situational leadership after 25 years: A retrospective", *Journal of Leadership Studies*, 1(1), pp. 22-36.
- Block, L. (2003), "The leadership culture connection: An exploratory Investigation", *Leadership & Organizational Development Journal*, 24(6), pp.318-334
- Brown, M. and Trevino, L. (2006), "Ethical leadership: A Review and Future Directions", *The Leadership Quarterly*, 2006, 17, pp.595-616.
- Bryant, S.E. (2003), "The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge", *Journal of Leadership and Organizational Studies*, 9(4), pp. 32-44.
- Burns, J.M. (1978), "Leadership", Harper & Row, New York.
- Cartwright, D., & Zander, A. (1998), "Group Dynamics – Research and Theory", Evanston, IL, Row Peterson.
- Cherry, B.L. (2007): Transformational versus Transaction Leadership; Viewed on July 07,2010 http://www.succeedtolead.org/pdfs/articles/leadership/Transformational-vs-transactional_Leadership.pdf
- Cardona, P. (2000), "Transcendental leadership", *Leadership & Organization Development Journal*, 21 (4), pp.201-206.
- Dansereau, F., Yammarino, F.J. (Eds.). (1998), "Leadership: The multiple-level approaches: Contemporary and alternative; Stamford, CT: JAI Press.
- Fairholm, G. (1996), "Spiritual leadership: Fulfilling whole-self needs at work", *Leadership and Organization Development Journal*, 17(5); pp.11–17.
- Fernando et al. (2007), "Relations and Effect of Transformational Leadership: A comparative analysis with traditional leadership styles", *Spanish Journal of Psychology*, Vol 10, no.002, pp. 258-368
- Fry, L.W.(2003), "Toward a theory of spiritual leadership", *The Leadership Quarterly*, 14, pp.693–727.
- Fry, et al. (2005), "Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline", *The Leadership Quarterly*, 16, pp. 835–862.
- Gellis, Z.D. (2001), "Social work perceptions of transformational and transactional leadership in health care", *Social Work Research*, 25(1), pp. 17-25.
- Goleman, D. (1998), "Working with Emotional Intelligence", Bantam Books, New York
- Goleman, D., Boyatzis, R.E., McKee, A. (2002), "Primal Leadership: Realizing the Power of Emotional Intelligence", Harvard Business School Press
- Graen, G., Cashman, J.F. (1975), "A role making model of leadership in formal organizations", *Leadership Frontiers*, Carbondale, Southern Illinois Press edited by Hunt, J.G., Larson, L.L. (Eds.), pp. 143-165.
- Graen, G., Scandura, T. (1987), "Toward a psychology of dyadic organizing", *Research in Organizational Behavior*, Vol. 9 edited by Straw, B.M., Cummings, L.L. (Eds.), pp. 125-208 Greenwich, CT: JAI Press.
- Greenleaf, R. K.(1977), "Servant leadership: A journey into the nature of legitimate power and greatness", Paulist Press, New York.
- Grimes, A.J. (1978), "Authority, Power, Influence And Social Control: A Theoretical Synthesis", *Academy Of Management Review*, Vol 3, 1978, pp. 724-737.
- Hollander, E. P. (1985), "Leadership and power", Handbook of social psychology (Vol. 2, 3rd ed.), New York, edited by Random House G. Lindzey & E. Aronson (Eds.), pp. 485-537
- Hollander, E. P., & Julian, J. W. (1969), "Contemporary Trends in the Analysis of Leadership Processes", *Psychological Bulletin*, 71, pp. 387-397.
- Hay, I. (2007), "Leadership of stability and leadership of volatility: Transactional and transformational leaderships compared", *Academic Leadership the Online Journal*, 4, Viewed on August 10, 2010 http://www.academicleadership.org/empirical_research/leadership
- Hersey, P. and Blanchard K.H. (1969), "Management of Organizational Behavior: Utilizing Human Resources", 2nd Edition, Englewood Cliffs, Prentice-Hall, NJ
- Hollander E.P. (1993), "Legitimacy, Power, and influence: A perspective on relational features of leadership", *Leadership theory and research: perspectives and directions*, San Diego, Academic Press, EDITED BY Chemers, M.M. & Ayman, R. (Eds.), pp. 29-47.
- Howell, J.M., Avolio, B.J., (1993), "Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictor of consolidated-business-unit performance", *Journal of Applied Psychology*, 78, pp. 891-902
- Hoyt, C.L. & Blascovich, J. (2003), "Transformational and transactional leadership in virtual and physical environments", *Small Group Research*, 34(6), pp. 678-715.
- Hughes, R., Ginnett, R., & Curphy, G. (1999), "Leadership: Enhancing the Lessons of Experience", Irwin McGraw-Hill, Boston
- Ismail, et al., (2010), "Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes", *Theoretical and Applied Economics*, Volume XVII , No. 6(547), pp. 89-104

- Johnson, C. (2002): *Evaluating the Impact of Emotional Intelligence on Leadership Performance: Resonance or Dissonance?* paper presented in International leadership Association Conference, Seattle, Washington, USA, Nov pp.14-16, viewed on August 17, 2010 <http://www.ila-net.org/publications/proceedings/2002/cjohnson.pdf>
- Kakabadse et al. (2002), "Spirituality and leadership praxis", *Journal of Managerial Psychology*, 17 (3), pp.165-182.
- Kotelnikov, V. (2005), "Ten3 BUSINESS e-COACH-New Wonder of the World", viewed on August 17, 2010 http://www.1000ventures.com/business_guide/crosscuttings/leadership_intrepreneurial.html
- Laub, J. A. (1999): "Assessing the servant organization: Development of the Servant Organizational Leadership Assessment (SOLA) instrument", Unpublished doctoral dissertation. Florida Atlantic University.
- Leithwood, K., & Jantzi, D. (1999), "The effects of transformational leadership on organizational conditions and student engagement with school", *Journal of Educational Administration*, 38, pp. 112-129.
- Liu, C.H. (2007): "Transactional, Transformational, Transcendental Leadership: Motivation Effectiveness and Measurement of Transcendental Leadership", presented in Leading the Future of the Public Sector: The Third Transatlantic Dialogue .University of Delaware, Newark, Delaware, USA May 31-June 2, view on August 18, 2010 <http://www.ipa.udel.edu/3tad/papers/workshop6/Liu.pdf>
- Lowell, R. (2003), "Situational Leadership", *Training & Development*, 57(4), pp.80-81.
- Lowe, K.B., Kroeck, K.G., Sivasubramaniam, N.(1996): "Effectiveness correlates of transformational leadership: A meta-analytic review of the MLQ literature", *Leadership Quarterly*, 7, 1996, pp. 385-425
- MacKenzie, S.B., Podsakoff, P.M., Rich, G.A. (2001), "Transformational and transactional leadership and salesperson performance", *Journal of Academy of Marketing Science*, 2, 2001, pp. 115-34
- Mowbray, D.(2009), "Code of Conduct for Ethical Leadership-a discussion document", viewed on August18, 2010 <http://www.derekmowbray.co.uk/images/codeforethicalleadership.pdf>
- Murari, K. and Gupta, K.S. (2009): "Abusive leadership- a Road Block to Innovative Strategy", paper presented in Third PIMR International Conference on the theme Transcending Horizons through Innovative Global Practices conducted from February 07-08.
- Nahavandi, A. (2000), "The art and science of leadership", second edition. Prentice-Hall, Inc., Upper Saddle River, NJ.
- NiCarthy, G., Gottlieb, N. and Coffman, S. (1993), "You Don't Have to Take It! A woman's Guide to Confronting Emotional Abuse at Work; Seattle, Seal, WA.
- Orlov, J. (2003), "The Holistic Leader: A Developmental Systemic Approach to Leadership", The Widsdom of ASTD-LA 2003 by The Los Angeles Chapter of the American Society for Training and Development (ASTD-LA), Los Angeles, California, viewed on August 19, 2010 http://www.julieorlov.com/docs/holistic_leader_article.pdf
- Pigors, P. J. W. (1935), "Leadership or Domination? ", Houton Mifflin Co, Boston, Massachusetts
- Pillai, R., Schriesheim, C.A., Williams, E.S. (1999), "Fairness perceptions and trust asmediators for transformational and transactional leadership: A two-sample study", *Journal of Management*, 25 (6), pp. 897-933
- Rao, T.V. and Rao, R. (2002): "Study of Leadership Styles And Their Impact", paper presented at the Academy of Human Resources Development International Research Conference on HRD in Asia, 2002, IIM, Bangalore
- Reilly, E. C. (2006), "The future entering: Reflections on and challenges to ethical leadership", *Educational Leadership and Administration*, 18, pp.163-173.
- Rooprai, Y. K. (2010), "A Study of Ethical Leadership & its Traits for Successful Organization", paper presented in AIMS International Conference on Value-based Management, August 11-13.
- Sanders et al. (2003), "From transactional to transcendental: toward an integrated theory of leadership", *Journal of Leadership and Organizational Studies*, 9(4), pp. 21-31.
- Sashkin, M. (1995): "Transformational leadership: A review and synthesis", Working paper Institute for the Study of Learning, The George Washington University, pp. 313-95.
- Sidney E. Fuchs (2002); Book review on "Primal Leadership: Realizing the Power of Emotional Intelligence", written by Daniel Goleman, Richard E. Boyatzis, Annie McKee (2002), Harvard Business School Press viewd on August20, 2010 <http://www.ibm.com/developerworks/rational/library/2790.html>
- Sheehan, M. (1996), "Case studies in Organizational Restructuring", *Beyond Bullying*, Association Inc, Millennium Books, New South Wales edited by Dyer, E.J.(ed.).
- Sisti, F.J., Latimer IV, D.T. (2007), "Linking Leadership and Technical Execution in Unprecedented Systems-of-Systems Acquisitions", *Journal of Integrated Design and Process Science*, June, Special Issue viewed on August 20, 2010 http://cres.usc.edu/pubdb_html/files_upload/571.pdf
- Spears, L.C. (Ed.). (1998), "Insights on leadership: Service, stewardship, spirit, and servant leadership", John Wiley & Sons, New York.
- Spears, L.C., Lawrence, M. (Eds.). (2002), "Focus on leadership: Servant leadership for the 21st century", John Wiley & Sons, New York.
- Tarabishy et al. (2003), "Understanding Entrepreneurial Leadership in today's Dynamic Markets", viewed on August 23, 2010 <http://usasbe.org/knowledge/proceedings/proceedingsDocs/USASBE2003proceedings-21.pdf>
- Tichy, N., Devanna, M., A. (1986), "The Transformational Leader", John Wiley and Sons, Inc., USA
- Trevino, L. K., Brown, M., & Hartman, L. P. (2003), "A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite", *Human Relations*, 56(1), pp.5-37.
- Warrick, D. D.(1981), "Leadership Styles and Their Consequences", *Journal of Experiential Learning and Simulation* 3-4, pp.155-172.
- Whittell, G. (2005), "Snakes in suits: spot the true psychopath among the sharks in your office", viewed on August 24, 2010 <http://www.beyondbullying.co.nz> April 2005.
- Wyatt, J., & Hare, C. (1997), "Work Abuse: How to recognise and survive it", Schenkman Books, Rochester, Vermont.
- Yukl, G.A. (1994), "Leadership in organizations", 3rd Ed., Prentice Hall, Englewood Cliffs, NJ.
1. Viewed on August20, 2010 <http://www.gaebler.com/Business-leadership.htm>
 2. Viewed on August20, 2010 <http://www.ucalgary.ca/ssc/files/ose/Defining%20Leadership%20Handouts.pdf>
 3. Viewed on August 2010, <http://changingminds.org/disciplines/leadership/theories.htm>
 4. Viewed on August 2010, <http://ezinearticles.com/?Primal-Leadership---A-Book-Summary&id=40769> Primal Leadership

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator