

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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**LEADERSHIP CONCEPT: AN OPINION SURVEY IN A PRIVATE SECTOR AND GOVERNMENT SECTOR****DR. E. LOKANADHA REDDY****PROFESSOR****SRI VENKATESWARA COLLEGE OF ENGINEERING & TECHNOLOGY  
CHITTOOR****DR. G HARANATH****ASST. PROFESSOR****DEPARTMENT OF COMMERCE  
YOGI VEMANA UNIVERSITY  
KADAPA****ABSTRACT**

*The importance of leadership has been realized by the management owing to various revelations brought out by different researchers in various related fields of management. The present study is conducted in Government General Hospital and Indo National Limited in Nellore district. The objective of the study is to examine the views of the employees on leadership, an ideal leader and leadership qualities. The study is mainly based on primary data collected from the employees of Government General Hospital and Indo National Limited in Nellore district, by making personal visits through a schedule prepared for this purpose. The present study confines to doctors, managers, assistant officers and clerical staff employees. The data collected through the schedules from primary source have been processed and the results obtained by employing appropriate statistical tool like percentage. It is found that 'guiding' is the preferred meaning for the leadership; 'father' was preferred as leader; the desirable quality of a leader is knowledge and undesirable quality of a leader is pride.*

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**KEYWORDS**

Leadership, Leadership Traits, Ideal Leader, Government Employees, Private Employees.

**INTRODUCTION**

The importance of leadership has been realized by the management owing to various revelations brought out by different researchers in various related fields of management. It is presumed that satisfaction is the cause for increasing the productivity while dissatisfaction for industrial strife and poor performance. The satisfaction and dissatisfaction among people in the organizations are related to leadership directly and indirectly. As such, the studies related to the concept would be of much importance to the managers, employees and academicians alike. The present study is conducted in Government General Hospital and Indo National Limited in Nellore district.

**CONCEPT OF LEADERSHIP**

There are as many definitions of leadership as there are scholars who have attempted to analyze and understand the concept, but there is no universally accepted definition of it<sup>1</sup>. The word 'leader' stems from the root *leden* meaning 'to travel' or 'show the way'. It has been derived from the verb "to lead." This also implies "to advance," "to expel," "to stand out," to guide and govern the actions of others. A leader is a person who leads a group of followers.

The Oxford English Dictionary (1933) notes that the word "leader" appeared in the English language as early as 1300 A.D. However, the word "leadership" did not appear until about 1800 A.D.<sup>2</sup> Albeit, leadership appears to be a rather sophisticated concept, words meaning 'chief' or 'king' are the only ones found in many languages to differentiate the ruler from other members of society. A preoccupation with leadership occurred predominantly in countries with Anglo-Saxon heritage. However, leaders have always been there in all cultures throughout history and the practice and philosophy of leaders and leadership can be gleaned from well-known writings as diverse in content, philosophy, and time as the Greek classic Homer's Iliad, the Old and New Testaments of the Bible, the Mahabharata, the Ramayana, the Bhagavatha and the Kautilya's Arthashastra in India, essays of Confucius in China, Machiavelli's The Prince which is concerned with rules and principles for obtaining and holding power.

But, the understanding, developing, predicting and managing the behaviour of leaders is still an enigma, despite the fact there are about 33,000 articles and books have been written about so far in 20<sup>th</sup> century. The basic question is 'what in fact constitutes leadership?' While Gore and Silander<sup>3</sup> have mentioned about five thousand entries on the concept of leadership, Stogdill<sup>4</sup> reviewed seventy two definitions of leadership. Karmel<sup>5</sup> is of the opinion that it is very difficult to settle on a single definition of leadership that is general enough to accommodate these many meanings and specific enough to serve as an operationalisation of the variable. However, there is a certain underlying unity among the various conceptualizations made in this area.

According to *Management Guru*, Peter F. Drucker<sup>6</sup>, "Leadership is the lifting of man's visions to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations."

Different scholars have focused on multiple aspects of leadership like: the creative and directive force of morale (Munson<sup>7</sup>, 1981); the process by which an agent induces a subordinate to behave in a desired manner (Bennis<sup>8</sup>, 1959); the presence of a particular influence relationship between two or more persons (Hollander and Julian<sup>9</sup>, 1969); directing and coordinating the work of group members (Fiedler<sup>10</sup>, 1967); an interpersonal relationship in which others comply because they want to, not because they have to (Merton<sup>11</sup>, 1969); transforming followers, creating visions of the goals that may be attained, and articulating for the followers the way to attain these goals (Bass<sup>12</sup>, 1985; Tichy and Devanna<sup>13</sup>, 1986); the process of influencing an organised group toward accomplishing its goals (Roach and Behling<sup>14</sup>, 1984); actions that focus resources to create desirable opportunities (Campbell<sup>15</sup>, 1991); the leaders job is to create conditions for the team to be effective (Ginnett<sup>16</sup>, 1996); etc. According to Andrew<sup>17</sup> (1998), some view leadership as the personal relationship between the individual and the group; others as the process of striving toward common goals and values; still others, as aspects of behaviour, whether desired and in control of the individual or, alternatively, reactive and driven by forces in the environment.

Various definitions and concepts of leadership have been reviewed by a number of scholars including Morris and Seeman<sup>18</sup>; Shartle<sup>19</sup>; Carter<sup>20</sup>; Gibb<sup>21</sup> and Bass<sup>22</sup>. From such syntheses the leadership has been defined as an initiation of structure; a locus of group processes; as an art of inducing compliance; as an exercise of influence; as an actor behaviour; as a goal achievement; as an effect of interaction; as a differentiated role, and as a personality and its effects.

The functions of leadership however cover a wide range of activities like coordination, decision making, policy making, group representing, controlling, arbitrating etc. Leadership, not being a single phenomenon, is affected by many variables and involves with several skills like technical, human, conceptual, designing, creative, communicative and designing. The main aspect of influencing people by a leader is the power which has many sources. The leadership

effectiveness covers the personality of a leader, his past experience; his expectations of superiors; the characteristics of subordinates; the requirements of the task; and the organizations.

Twentieth century has witnessed several theories on leadership which is a complex concept having a bearing on motivation morale, organization climate, human relations, and communication. The ability to influence people in a group is indispensable in organizations. Beginning with scientific management the evolutionary process of leadership can be traced with three theories viz., trait theory, behavioural theory and contingency theory. The trait theory has been put to rigorous research by Byrd, Jennings, Gheselli, Stogdill etc., and resulted in the development of behavioural theory. Likert's system 4 theory, Mc Gregor x and y theory, continuous theory of Tennenbaum and Schmidt, etc. has opened new vistas on the behavioural dimensions of leadership. The confusion and controversy of trait and behavioural theories have given way to the contingency model of leadership like Fielder's contingency model, known and Yetton contingency model, path goal theory, life cycle theory, tri-dimensional model, learning model, etc.

### TRAIT APPROACH TO LEADERSHIP

Early studies of leadership in the 1940s and the 1950s concluded that leadership is largely a matter of personality, a function of specific traits. A successful leader not only secures the desired behaviour from his followers but succeeds in creating a sense of satisfaction among them. Leadership traits cannot be fixed with certainty for all leaders. But a leader cannot be effective unless he possesses certain basic qualities. The following are some of the studies that attempted to identify these traits:

Ordway Tead<sup>23</sup> has suggested ten qualities of a good leader: 1. Physical and nervous energy, 2. Sense of purpose and direction, 3. Enthusiasm, 4. Friendliness and affection, 5. Integrity, 6. Technical mastery, 7. Decisiveness, 8. Intelligence, 9. Teaching skill, and 10. Faith.

Chester I. Barnard<sup>24</sup> has indicated two aspects of leadership traits: 1. Commanding subordinates admiration includes outstanding qualities in respect of physique, skill, technology, perception, knowledge, memory and imagination, and 2. Individual superiority in determination, persistence, endurance and courage.

Henry Fayol<sup>25</sup> regards the qualities of a good leader as: 1. Health and physical fitness, 2. Intelligence and mutual vigour, 3. Moral qualities, 4. Knowledge, and 5. Managerial ability.

George R. Terry<sup>26</sup> has suggested the qualities as: 1. Energy - both mental and physical, 2. Emotional stability, 3. Knowledge of human relations, 4. Empathy, 5. Objectivity, 6. Personal motivation, 7. Communication skills, 8. Teaching ability, and 9. Social skills and technical competence.

Stogdill<sup>27</sup> identifies through research the traits as: 1. Physical characteristics such as age, appearance, height and weight; 2. Social background-education, social status and mobility; 3. Intelligence-superior judgement, decisiveness, knowledge and fluency of speech; 4. Personality-alertness, self-confidence, personal integrity, self-assurance and dominance needs; 5. Task related characteristics-high need for achievement and responsibility, initiative and a high task orientation; and 6. Social characteristics.

Keith Davis<sup>28</sup> lists the characteristics of leadership as: a) Intelligence, b) Social maturity and breadth, c) Inner motivation and achievement drives, d) Human relations attitudes:

### LEADERSHIP SKILLS

Some researchers have mixed the skills with the traits resulting from the development of human relations by a leader with the subordinates.

Chris Argyris<sup>29</sup> mentions the characteristics of a leader as: 1. The leader is constantly interacting and commanding, 2. The leader makes the organization a part of his self image, 3. The leader's personal goals, values and feeling the organizationally centred, 4. The leader handles the supervisors as individuals, 5. The leader controls the transmission of important information, 6. The leader emphasizes the present, and 7. The leader sets realistic goals.

According to Harold Koontz<sup>30</sup>, every group of people that performs near its total capacity has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of at least four major ingredients: (1) the ability to use power effectively and in a responsible manner, (2) the ability to comprehend that human beings have different motivation forces at different times and in different situations, (3) the ability to inspire followers, and (4) the ability to act in a manner that will develop a climate conducive to responding to and arousing motivations.

Katz<sup>31</sup>, in his classic study of managers identifies three important types of managerial skills: technical, interpersonal, and conceptual. Diagnostic skills are also prerequisites to managerial success.

Gary Yukl<sup>32</sup> (1981) summarising the research in the field till his times, identified following traits and skills as characteristic of successful leaders:

Traits Characteristic of Successful Leaders: Adaptable to situations, Alert to the social environment, Ambitious and achievement-oriented, Assertive, Cooperative, Decisive, Dependable, Dominant (the desire to influence others), Energetic (high activity level), Persistent, Self-confident, Tolerant of stress, and Willing to assume responsibility.

Skills Characteristic of Successful Leaders: Clever (intelligent), Conceptually skilled, Creative, Diplomatic and tactful, Fluent in speaking, Knowledgeable about the group task, Organized (administrative ability), Persuasive and Socially skilled.

Michael and Dean<sup>33</sup> suggest a number of leadership skills critical to success in the global economy. They include: *Cultural flexibility, Communication skills, Human resource development (HRD) skills, Creativity, and Self-management of learning.*

An academic analysis made by Kanungo and Misra<sup>34</sup> noted "the prevailing conceptualizations of skills required for successful managerial performance hinders our understanding of the phenomenon". To get over this problem, Whetten and Cameron<sup>35</sup> provide a more empirical derivation of effective leadership skills. On the basis of an interview study of over 400 highly effective managers, the following ten skills were identified as Verbal communication (including listening), Managing time and stress, Managing individual decisions, Recognizing, defining, and solving problems, Motivating and influencing others, Delegating, Setting goals and articulating a vision, Self-awareness, Team building, Managing conflict.

Follow-up studies and related research have found skills similar to the ten above. Through statistical techniques, the results of various research studies were combined into the following four categories of effective leadership skills: Participative and human relations; Competitiveness and control; Innovativeness and entrepreneurship; and Maintaining order and rationality

### TRAITS RESEARCH AND RESULTS

In general, the search for leadership traits has been largely unsuccessful. It has failed to demonstrate a consistent and definite relationship between leadership ability on one hand and physical traits or personality characteristics or a combination of the two on the other<sup>36</sup>. Byrd<sup>37</sup>, in a critical assessment of research on Trait theory upto 1940, identified a long list of traits made by studies, which had differentiated between leaders and the led. He found that only 5 per cent of the traits listed in them were common to four or more of the studies. Another study by Jennings<sup>38</sup>, concluded: 'fifty years of the study have failed to produce one personality trait or set of qualities that can be used to discriminate between leaders and non-leaders'.

Later studies identified some correlation between leadership and certain personality traits; for example a significant correlation was seen between leadership effectiveness and such traits as intelligence, supervisory ability, initiative, self-assurance and individuality<sup>39</sup>. A definite correlation was observed in some cases between the traits of intelligence, scholarship, dependability, responsibility, social participation and socio-economic status of leaders, as compared with non-leaders<sup>40</sup>. But even these correlations between traits and leadership are not really pervasive. Most of the so-called traits are in essence the pattern of behaviour that one would expect from a leader, particularly in a managerial position<sup>41</sup>.

In general, studies of leader's traits have not been a very fruitful approach to explain leadership. Not all leaders possess all the traits, and many non-leaders may possess most or all of them. Also, the trait approach gives no guidance as to how much of a particular trait a person should have to be a leader. Furthermore, the dozens of studies that have made do not agree as to what traits are leadership traits or what their relationships are to actual instances of leadership. Most of these so-called traits are really patterns of behaviour.



## REVIEW OF LITERATURE

Some of the studies made by different authors in both theoretical and empirical spheres are presented hereunder.

The research conducted in the early part of 19<sup>th</sup> century is replete with identification of certain personality traits essential for leadership. Research studies conducted at the Bureau of Business Research, Ohio State University have attempted to identify initiating structure and consideration<sup>42</sup>.

Krech and Crutchfield<sup>43</sup> (1948) proposed a number of leadership functions. These are executive, planner, policy maker, 'expert' external group representative, controller of internal relationships, purveyor of rewards and punishments, arbitrator and mediator, exemplar, symbol of the group, surrogate for individual responsibility, ideologist, father figure and scapegoat.

Hemphill<sup>44</sup> (1949) and his associates at Ohio State Leadership Studies developed a list of approximately 1,800 items describing different aspects of leader behaviour. The items were sorted by the research team into nine different categories or hypothetical subscale, with most items assigned to several subscales. However, 150 items were found on which sorters were agreed to subscale for assigning an item. These items were used to develop the first form of the Leader Behaviour Description Questionnaire (LBDQ)

Harding<sup>45</sup> (1949) enumerated twenty types of educational leaders as follows: autocrat, cooperator, elder statesman, eager beaver, pontifical, muddled, loyal staff man, prophet, scientist, mystic, dogmatist, open-minded, philosopher, business expert, benevolent despot, child protector, community-minded, cynic, optimist and democrat.

A study by Katz, Maccoby, and Morse<sup>46</sup> (1950) investigated the relationship between the productivity of clerks in an insurance company and various leadership characteristics. Twelve pairs of work groups which performed the same type of work but which differed in their productivity were studied. The supervisors of the high producing groups employed were rated as less 'production centered' and more 'employee centered'; exercised better judgment; were more rational and less arbitrary, and were more democratic and less authoritarian than supervisors of low-producing sections.

Bales<sup>47</sup> (1950) at Harvard and Hare<sup>48</sup> et. al. (1955) had done work on the study of small group. They found that in small groups two different kinds of leaders emerge. One kind was the task-leader characterized by those who talk more and who offer suggestions, and the other kind was called socio-emotional leader represented by those who make it easier for others to talk and offer psychological support.

Haiman<sup>49</sup> (1951) suggested that five types of leaders are needed in a democracy. These are: 1. The executive, 2. The judge, 3. The advocate, 4. The expert, and 5. The discussion leader.

Cattell<sup>50</sup> (1954) explored four types of leaders in experimental groups. These are: (1) persistent-momentary problem solvers, high in interaction rate, (2) salient leaders-picked up by observers as exerting the most powerful influence on the group, (3) socio-metric leaders-nominated by their peers and (4) elected leaders-attaining office by election.

Stogdill<sup>51</sup> (1959) suggested that it is the function of the leader to maintain group structure and goal direction and to reconcile conflicting demands arising outside the group.

Douglas McGregor<sup>52</sup> (1960) states that there are four variables involved in leadership: Characteristics of the leader; attitudes, needs and personal characteristics of followers; characteristics of the organization; and the social, economic and political milieu. He also notes that leadership is not a property of the individual, but a complex relationship among these variables. He identifies two major perpetual structures, which are labelled Theory X for the authoritarian approach and Theory Y for the participative approach.

Bhatt and Pathak<sup>53</sup> (1962) found high intelligence and dependability as important perceived characteristics of effective supervision.

Sequeria<sup>54</sup> (1962), who worked with Ganguli, has outlined the characteristics of the effective supervision. He has come to the conclusion that effective supervisory practice is less ambiguous and less relative. The main criterion seems to be the level of supervisor in the hierarchy.

Amin<sup>55</sup> (1963) reports on the behaviour and traits of jobbers who were liked by the workers. Qualities perceived in successful jobbers were high technical knowledge and ability to co-ordinate supply of materials, good behaviour, politeness and straightforward and persuasive approach. They were not expected to pass on duties to workers under them but were expected to give freedom to workers in their work.

Apple White<sup>56</sup> (1965) had summarized much of the research on leadership roles and functions, the question of why people attempt to lead, leadership under stress conditions, the relationship of communication to leadership, the problem of leader assessment and the concept of leadership styles.

Sinha and Kumar<sup>57</sup> (1966) found student leadership to be related to anxiety and dominance and not to extroversion, neuroticism, adjustment, rigidity and ambiguity tolerance.

Bayati<sup>58</sup> (1969) investigated into the leader behaviour characteristics of school pupils. He found significant relationship of children's age, parents income and occupations to the patterns of nursery school behaviour.

Thiagarajan and Deep<sup>59</sup> (1970) found that authoritarian leaders as more influential than the persuasive, and the persuasive more than participative.

Habibullah and Sinha<sup>60</sup> (1980) studied five hundred and twenty-three executives of the Bharath Heavy Electrical Limited to find out various factors of leader behaviour. The responses of the executives to the leadership styles scales were factor analyzed by the principal component method and varimax rotation was used. Resultantly, they found the following ten usable factors: subordinate based participation; leader centered nurturance; authoritarianism; guidance and encouragement; direction; task-orientation; friendly-orientation; power; role performance, distance and discipline.

Ramakanth<sup>61</sup> (1985) has made an attempt to know the attitudes of managers in different manufacturing organizations with regard to the classical or modern point of view. He has used a questionnaire covering four distinct areas: 1. Capacity for leadership initiative 2. sharing information and objectives, 3. Participation and 4. Internal control. On the basis of responses, he concludes that in the areas of capacity for leadership initiative, sharing information and objectives and participation, the managers are in favour of modern approach and in the area of internal control, they are in favour of classical approach.

Rajinder Kaur<sup>62</sup> (1993) has designed a study to investigate the psychological characteristics of democratic and autocratic managers as well as to find out the relationship between managerial styles and managerial success. 325 managers from Bharat Electronics Limited, Bangalore comprised the sample. The study indicates that managerial success is not associated with managerial styles. A tendency towards the autocratic style prevails among the Indian managers. The psychological correlates reveal a qualitative difference in the characteristics of the democratic and the autocratic managers.

V. Ravichandran and D.Nagabrahmam's<sup>63</sup> (1997) study attempted to explore the effectiveness of leadership in a transitory environment. A list of 15 traits/skills such as vision, expertise, motivation, calculated-risk, innovativeness, exemplary, assertion, integrity, charisma, interpersonal skills, initiative, ambition, altruism, commitment and empathy were identified through interaction process based on which a questionnaire was constructed and rated on five-point Likert scale. Data were collected from 299 managers representing 8 nationalized banks and their branches. The study states that effective leadership was perceived to be related to the person and his character such as one's expertise with interpersonal capabilities and empathy. The study also suggests that effective leaders are those with vision and having noble and altruistic goals. It is also noted that the ideal of leadership in everybody's mind has influencing effect on leadership in organizations if it is properly communicated and shared among top echelons.

## STATEMENT OF THE PROBLEM

Leadership is the crucial issue in all organizations, as every manager has to deal with this aspect in order to succeed in the organizational mission. Though there are many independent theories leadership, no single theory is relevant to all the situations. Thus, the search for understanding new dimensions of leadership has been continuing. Normally the success and failure of organizations have been attributed to the effectiveness of leaders in organizational setting. As such the topic of leadership welcomes the research studies without limitations so as to add a new dimension to leadership theory and practice. This is due to the fact that each organization has its own personality. That is, organizations vary widely both structurally and functionally. As such, the specific findings of one research in a particular area and in a particular organization may not be totally relevant to other organizations. Hence, there is a need for the investigation of the problems like Leadership. The present empirical research study of Government General Hospital (GGH) and Indo National Limited (INL) addresses to the issue of leadership concept.

## OBJECTIVE OF THE STUDY

The specific objective of the study is to examine the views of the employees in Government General Hospital and Indo National Limited on leadership, an ideal leader and leadership qualities.

## METHODOLOGY

The study is mainly based on primary data collected from the employees of Government General Hospital and Indo National Limited in Nellore district, by making personal visits through a schedule prepared for this purpose. The present study confines to doctors, managers, assistant officers and clerical staff employees. Their opinions of employees on leadership concept, leadership idealism and leadership qualities, are taken. The total census consists of employees from grade-I to grade-III in Government General Hospital is 103, and I.N. Ltd., is 149 with the departments covered at different levels.

## TOOLS FOR DATA COLLECTION

In the present study, two schedules were used for the data collection. Schedule-I is designed to elicit the information relating to SEOP variables viz., name, designation, age, experience, education qualifications economic background, social background, family profession. Schedule-II is designed to study the opinion on leadership concept, leadership idealism and leadership qualities.

## TOOLS FOR ANALYSIS

The data collected through the schedules from primary source have been processed and the results obtained by employing appropriate statistical tool like percentage.

## RESULTS AND DISCUSSIONS

### LEADERSHIP CONCEPT

The concepts and constructs of leadership reveal the opinions of the employees in Government General Hospital and Indo National Limited, in terms of their inner feelings about the meaning of leadership, leadership idealism, qualities, undesirable qualities of leaders which attracted them to recognize their leadership. The present study examine the view point of the employees of Government General Hospital and Indo National Limited on leadership concepts and constructs in their organization.

**TABLE 1: CONCEPT OF LEADERSHIP ACCORDING TO EMPLOYEES OF GGH & INL (N=103,149)**

Ranks	Leadership Meaning	Number of responses		Responses in percentage	
		GGH	INL	GGH	INL
1	Guiding	98	138	95	92
2	Controlling	84	131	82	88
3	Protecting	82	122	80	82
4	Helping	51	94	50	63
5	Influencing	39	54	38	36
6	Loving	22	48	21	32

Source : Compiled from field survey.

**Guiding:** It is evident from the table 1 that the Government General Hospital employees have shown higher meaning of leadership as 'guiding' than the Indo National Limited employees as the meaning percentage of Government General Hospital employees (95%) is being higher than the meaning percentage of Indo National Limited employees (92%).

**Controlling:** It is evident from the table 1 that the Indo National Limited employees have shown higher meaning of leadership in 'controlling' than the Government General Hospital employees as the meaning percent of Indo National Limited employees (88%) is being higher than the meaning percentage of Government General Hospital employees (82%).

**Protecting:** It is evident from the table 1 that the Indo National Limited employees have shown higher meaning of leadership in 'protecting' than the Government General Hospital employees, as the meaning percentage of Indo National Limited employees (82%) is being higher than the meaning percentage of Government General Hospital employees (80%).

**Helping:** It is evident from the table 1 that the Indo National Limited employees have shown higher meaning of leadership in 'Helping' than the Government General Hospital employees, as the meaning percentage of Indo National Limited employees (63%) is being higher than the meaning percentage of Government General Hospital employees (50%).

**Influencing:** It is evident from the table 1 that the Government General Hospital employees have shown higher meaning of leadership in 'influencing' than the Indo National Limited employees, as the meaning percentage of Government General Hospital employees (38%) is being higher than the meaning percentage of Indo National Limited employees (36%).

**Loving:** It is evident from the table 1 that the Indo National Limited employees have shown higher meaning of leadership in 'loving' than the Government General Hospital employees, as the meaning percentage of Indo National Limited employees (32%) is being higher than the meaning percentage of Government General Hospital employees (21%).

**TABLE 2: IDEAL LEADER ACCORDING TO EMPLOYEES OF GGH & INL (N=103,149)**

Ranks	Ideal leader	Number of responses		Responses in %	
		GGH	INL	GGH	INL
1	Father	85	135	82	91
2	Mother	64	91	62	61
3	Boss (supervisor)	56	86	56	56
4	Teacher	41	68	40	46
5	Friend	38	61	37	41
6	Spouse	31	59	30	40
7	Politician	24	42	23	28
8	Uncle	20	26	19	17
9	Religious priest Master, Swamiji, etc	12	18	11	12

Source : Compiled from field survey.

**Father:** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Father' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (91%) is being higher than the Ideal leader as father percent of Government General Hospital employees (82%).

**Mother:** It is evident from the table 2 that the Government General Hospital employees have shown higher Ideal leader as 'Mother' than the Indo National limited. employees as the Ideal leader percent of Government General Hospital employees (62%) is being higher than the Ideal leader as father percent of Indo National Limited employees (61%).

**Boss (Superior):** It is evident from the table 2 that the Government General Hospital and Indo National Limited employees of Ideal leaders as 'Boss' percent have equal (56% and 56%).

**Teacher (Guru):** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Teacher' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (46%) is being higher than the Ideal leader as father percent of Government General Hospital employees (40%).

**Friend:** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Friend' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (41%) is being higher than the Ideal leader as father percent of Government General Hospital employees (37%).

**Spouse:** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Spouse' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (40%) is being higher than the Ideal leader as father percent of Government General Hospital employees (30%).

**Politician:** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Politician' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (28%) is being higher than the Ideal leader as father percent of Government General Hospital employees (23%).

**Uncle:** It is evident from the table 2 that the Government General Hospital employees have shown higher Ideal leader as 'Uncle' than the Indo National limited employees as the Ideal leader percent of Government General Hospital employees (19%) is being higher than the Ideal leader as father percent of Indo National Limited employees (17%).

**Religious priest:** It is evident from the table 2 that the Indo National Limited employees have shown higher Ideal leader as 'Religious priest' than the Government General Hospital employees as the Ideal leader percent of Indo National Limited employees (12%) is being higher than the Ideal leader as father percent of Government General Hospital employees (11%).

**TABLE 3: THREE IMPORTANT QUALITIES OF LEADERS ACCORDING TO EMPLOYEES OF GGH & INL (N=103,149)**

Ranks	Leadership qualities	Number of responses		Responses in %	
		GGH	INL	GGH	INL
1	Knowledge	91	133	88	89
2	Sincerity	83	119	81	80
3	Passion for success	69	105	67	70
4	Self confidence	52	96	50	64
5	Ambition	44	63	43	42
6	Intelligence	40	51	39	34
7	Perseverance	33	39	32	26
8	Industry	21	26	20	17
9	Courage	19	20	18	13
10	Sociability	17	16	16	11
11	Democracy	14	12	13	8
12	Optimism	11	10	10	7
13	Humility	8	7	7	5
14	Open mindedness	6	6	5	4
15	Sympathy	5	0	4	0
16	Empathy	3	0	2	0

Source : compiled from field survey

**Knowledge:** The first preference to the leadership qualities of 'Knowledge' it is evident from the table 3 reveals that the Indo National Limited employees have shown major contribution of their leaders is knowledge than the Government General Hospital employees, under major contribution of their leaders is knowledge as the percent of Indo National Limited employees 183(89) is more than the percent of Government General Hospital employees 91(88).

**Sincerity:** The second preference to the leadership qualities of sincerity it is evident from the table 3 reveals that the Government General Hospital employees have shown major contribution of their leaders is sincerity than the Indo National Limited employees, under major contribution of their leaders is sincerity as the percent of Government General Hospital employees 83(81) is more than the percent of Indo National Limited employees 119(80).

**Passion for success:** The third preference to the leadership qualities of passion for success it is evident from the table 3 reveals that the Indo National Limited employees have shown major contribution of their leader is passion for success than the Government General Hospital employees, under major contribution of their leader is passion for success as the percent of Indo National Limited employees 105(70) is more than the percent of Government General Hospital employees 69(67).

The other leadership qualities like self confidence, ambition, intelligence, perseverance, industry(Hard working), courage, Sociability, Democracy, Optimism, Humility, Open mindedness, Sympathy, Empathy, have not been considered as important factors by the both Government General Hospital and Indo National Limited employees.

TABLE 4: THREE UNDESIRABLE QUALITIES OF A LEADERS ACCORDING TO EMPLOYEES OF GOVERNMENT GGH &amp; INL (N=103,149)

Ranks	Leadership undesirable Qualities	Number of responses		Responses in %	
		GGH	INL	GGH	INL
1	Ego	79	125	77	84
2	Pride	64	111	62	74
3	Jealousies	60	103	58	69
4	Laziness	57	92	55	62
5	Harshness	51	89	50	60
6	Hypocrisy	50	72	49	48
7	Cunningness	44	66	43	44
8	Selfishness	36	60	35	40
9	Anger	31	51	30	34
10	Pomp	20	43	19	30
11	Envy	16	38	15	26
12	Arrogance	16	32	15	21
13	Rudeness	12	32	12	21
14	Democracy	10	23	10	15
15	Timidity	8	20	8	13
16	Innocence	8	16	8	11
17	Dullness	8	0	8	0
18	Insincerity	4	0	4	0
19	Ignorance	4	12	4	8
20	Shyness	0	10	0	7
21	Pessimism	3	0	3	0
22	Indifference	3	8	3	5
23	Autocracy	0	6	0	4
24	Greed	3	0	3	0

Source: compiled from field survey

**Ego** : The first preference to the leaders undesirable qualities of 'ego' it is evident from the table 4 reveals that the Indo National Limited employees have shown major contribution of their leaders is ego than the Government General Hospital employees, under major contribution of their leaders is ego as the percent of Indo National Limited employees 125(84) is more than the percent of Government General Hospital employees 79(77).

**Pride** : The second preference to the leaders undesirable qualities of 'pride' it is evident from the table 4 reveals that the Indo National Limited employees have shown major contribution of their leaders is pride than the Government General Hospital employees, under major contribution of their leaders is pride as the percent of Indo National Limited employees 111(74) is more than the percent of Government General Hospital employees 64(62).

**Jealousy (Envy)** : The third preference to the leaders undesirable qualities of 'jealousy' it is evident from the table 4 reveals that the Indo National Limited employees have shown major contribution of their leaders is pride than the Government General Hospital employees, under major contribution of their leaders is jealousy as the percent of Indo National Limited employees 103(69) is more than the percent of Government General Hospital employees 60(58).

The other leaders undesirable qualities like laziness, harshness, hypocrisy, cunningness, selfishness, angry, pomp, envy, arrogance, rudeness, democracy, timidity, innocence, dullness, insincerity, ignorance, shyness, pessimism, indifference, autocracy, greed, have not been considered as important factors by the both Government General Hospital and Indo National Limited employees.

## FINDINGS AND CONCLUSIONS

The following are the major findings of the concepts and constructs of leadership.

1. The analysis relating to the concept of leadership basing on the perceptions of 103, and 149 employees of GGH and INL respectively reveals that 'guiding' is the preferred meaning for majority of the respondents followed by controlling, protecting, helping, influencing and loving.
2. The analysis reveals that 'father' was preferred as leader by majority followed by mother, boss (supervisor), teacher, friend, spouse, politician, uncle, religious guru.
3. The opinions expressed by employees about the three important qualities of leaders, knowledge was preferred by majority followed by sincerity, passion for success.
4. The opinion expressed by employees about the three important undesirable qualities of leaders, Ego was preferred by majority followed by pride, jealousies.

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