

Analyzing The Effect Of Transformational Leadership On Organizational Effectiveness: Evidence From Ramayana

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Abstract

Transformational leadership is one of the most important and essential leadership styles that encourages and inspires employees to innovate and develop new ways to grow and improve the path to organizational future success. An organization needs a leader who can lead the entire team and move them to achieve the organizational goal. But this is the old philosophy.

Today we need a leader who can create more leaders than followers. A real leader is someone who not only wants to lead the team or create followers but rather he would like to create or transform more leaders. In this research paper, attempts have been made to analyze the effect of transformational leadership traits possessed by all-time great lord Rama and its impact on leadership qualities developed in Bharat, Angad, Sugriva etc. who are important characters of Ramayana epic. By analysing and following the transformational leadership style, organizational effectiveness can be achieved.

Introduction

Since long, leadership has significant role and researchers have been trying to define leadership as it is one of the most important factors for efficient management and development of any organisation, business sector and many other such activities. Virtue of leaders lies in bringing about excellence and wellbeing of organization and employees. Many scholars such as Bhartiari, Zhu et al. (2018), Bass et al. (2008), Day et al.(2012), Carldwell et al.(2010) etc. have tried to define leadership differently. In fact, leadership has occupied a central significant role in various organizations, especially in the modern era due to the impact of astonishing advancements in the field of science and technology which in turn has become responsible for upcoming gigantic industrial and business organizations. As such the researches towards the significance of leadership have multiplied sharply and consequently a good deal of interest has been generated toward the efficiency, quality and status etc. of leader. By now, so many researchers have worked on this topic that at least they have advanced nearly half a century definitions and theories of leadership which can be witnessed by various research papers like Bass et al, Muller J Melwani , Cyert and others. Many attempts have been made to characterize the impact parameters of efficient leadership. Broadly speaking the impact of leadership is to inculcate and induce the level of performance of the person and group to new heights of achievements. Also, leadership is the ability to guide and influence groups for attaining the targeted goal and vision successfully. Leadership is a set of more rational traits that could be uplifting a vision of a man to a higher side and thereby developing one's performance to a higher standard. Leadership attempts to inspire and thus develop one personality much beyond normal limitations. (Peter Drucker). The impact of leadership is to induce the performance of the person and the group to the new height of achievement and to induce personality performance to achieve higher standards. (T Raju). As per Paine (2003), asked leaders to become more accountable to those whom they lead and attempt to make the world not only prosperous but more just and more humane. An effective leader has the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance, willingness to take risks, openness to change level-headedness and reactivity in crisis. If we Google the word leadership may get innumerable definitions and each definition is as unique as the individual leader himself. Macfarland (1994) defines leadership as a process of interpersonal influence by which the executive influences the activities of others in choosing and attaining given ends. As a matter of fact, Leadership is a means of directing and representing that part of executive activities by which one guides and influences the behaviour of subordinates and the group toward some specific goal by personally working with them and understanding their feeling and problem. Effective leadership undoubtedly creates a well-to-do environment among employees remark Bhattacharya (2009). In Past, there have been advanced many theories of leadership such as Iowa leadership studies, Ohio state leadership studies, Michigan leadership studies, Managerial grid theory, Trait theory, Contingency theory, Life Cycle theory etc.

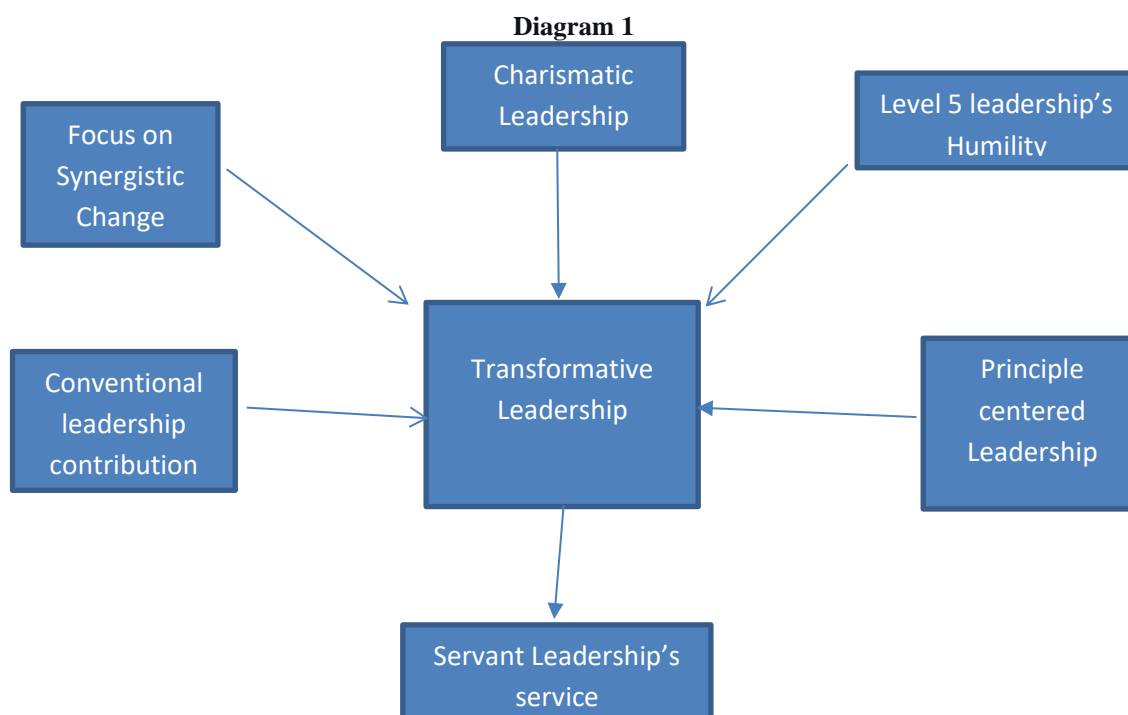
Keeping in the view of latest development, some more modern theories of leadership have been advanced and prominent among them are Transformational leadership theory, charismatic leadership theory, Ethical leadership theory etc.

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Some streams of researchers have focused on differentiating transformational leaders from transactional leaders because transformational leaders are somehow charismatic as well (Bass,1985). Whereas transactional leaders guide and motivate their followers in the direction of establishing goals and task requirements, in the case of transformational leaders they inspire followers to transcend their self-interest for the betterment of the organization and also he is capable of having a profound and extraordinary effect on their followers. These are transformational leaders like Lord Rama, Atal Bihari Bajpai, JRD Tata, Bill Gates etc. In Transformational theory, the leaders aim to induce inspiration among followers to transcend their self-interest as well and this type of leadership has a profound and excellent influence on the followers. Transformational leadership has a wider spectrum as it takes into preview values, beliefs and requirements of followers and attempts to induce qualities of leadership as well among the followers. Transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation (Burns, 1978). Another famous researcher Bass defined transformational leadership in terms of how the leader affects followers, who are intended to trust, admire and respect the transformational leaders (Bass,1985). The followers of such a leader feels trust, admiration, loyalty and respect for the leader and because of the qualities of the transformational leaders, are willing to work harder than originally expected. (David Burkus, 2010). Martin Luther King and Gandhi practically transformed millions of people by their higher moral position they held into a formidable forces. Burns (1978) attempted to propose the concept of transformational leadership. According to Burn's assumption, people associated with a higher moral position will be motivated by a leader who promotes these qualities. Burns mentioned the three ways by which leaders transform followers. Firstly, by increasing their awareness of the task's importance and secondly, inspiring them to focus on the team's goal and thirdly activating their higher-order needs. The relationship between authentic transformational and spiritual leadership has been nicely documented. (Avolio, 2005)

Transformational Leadership has a much better effect on the performance of an organization in as much as it directly affects the working of organizational performance. It may be **stated** that there is a positive association between transformational leadership and organizational performance and that transformational leadership affects the performance of the organization positively. It is very much necessary to implement transformational leadership in organizations. Transformational leadership directly affect organizational innovation and performance. As per Covey (2004), transformational leadership is the set of abilities that allow the leader to recognise the need for change, to create a vision to guide that change and to execute that change effectively. Based on extensive researches (Singh et al, 1990) enumerated six main characteristics of transformational leadership namely empowering, risk taking, mission clarity, building team equanimity and evolving trust. Diagram 1 below summarizing the transformative leadership, characterises six elements, incorporates commitment to ethical duties and are important elements of this leadership perception.(cf.,Caldwell et al. 2010)



Model of Transformative Leadership

Transformational Leadership in Ramayana

Ramayana is one of the sacred epics of Hindus. It has been written by Maharshi Valmiki who is considered the original version and later various other versions of Ramayana have been introduced. Ramayana consists of many leadership

styles and transformational leadership style is one of them. Lord Rama is considered one of the greatest leaders in the world. He included all styles of leadership such as participative, transformational, ethical and charismatic. His journey of transformational leadership can be characterized by his intrinsic divine power (he is considered an incarnation of God Vishnu) and virtuous character comprising all leadership qualities and styles.

To cite some cases of transformational leadership by lord Rama, let us consider some important characters and transformations induced by lord Rama.

1. Transformation of Bharat

Dashrath was a great and able king of Ayodhya in nearly 4000 BC. He had four sons namely Rama, Lakshman, Bharat and Shatrudhan. Due to some promises made to his third queen Kaikeyi, a very sad scene was created on the holy day of the coronation of lord Rama as King (The eldest son was supposed to take the throne after the retirement of the king). Kaikeyi demanded firstly her son, Bharat, be made king of Ayodhya and secondly, Rama should get exiled to Dandakwan in the form of a vanvasi (forest dwellers) for 14 years. With this shock, King Dashrath died away and as per the desire of Mother Kaikeyi, Rama went to the jungle for 14 years. Of course, he was accompanied by his wife Sita and brother Lakshman. Unfortunately, at that time, Bharat was out of Ayodhya and on returning, he came to know his mother has destroyed the peace and harmony of Ayodhya, and took away the life of his father. He became very much angry and annoyed and wanted to get Rama back to Ayodhya. He refused to take charge of Ayodhya as a king. He immediately moved to the jungle in search of Rama, his most beloved and honourable brother, with lots of people who loved Rama. Bharat was terribly shocked to see Rama and Lakshman in bullock dresses and all short of lacking, living in a dilapidated cottage. Bharat earnestly and repeatedly appealed Rama to return to Ayodhya and take charge of kingship. Bharat became very disappointed and depressed man when lord Rama refused to come back because it would become against the promise of the deceased great king Dashrath. But Bharat always thought and insisted Lord Rama should adorn the crown of Ayodhya and that Bharat would work as a subordinate but never as a king. Lord Rama advised Bharat to return to Ayodhya and take care of all responsibilities of the King of Ayodhya. Finally, Bharat requested Rama to give him his Charan paduka (Slippers) and Rama advised and gave instructions to Bharat as to how to do good governance by taking proper care of the general public, teachers, secretaries, and other courtiers and listening to them and acting as per their valuable advices and instructions.

Bharat learnt valuable lesson from Rama and finally returns to Ayodhya to work as king with a very different perception and attitude which aimed at establishment of Ram Rajya. Lord Rama inculcated leadership qualities in Bharat for effective performance as a good administrator of Ayodhya and look after the people as a gracious and successful king. Bharat very efficiently looked after Ayodhya as per the advice and instruction of Lord Rama for fourteen years. This is how transformational leadership works. Bharat by virtue of strong will, motivation, devotion and determination nicely established Ram Rajya in Ayodhya where there were no physical, mental, social or spiritual sufferings. Everyone was happy, satisfied and enjoyed a life of excellent qualities. Bharat was transformed by Lord Rama, but Bharat transformed the whole of Ayodhya into an excellent Kingdom.

2 Transformation of Sugriva:

Sugriva, the king of Vanars, who belongs to Kishkindha is an important character in the Ramayana. Bali and Sugriva were two monkey brothers and Bali being the elder one, was king of Kishkindha where monkeys were living happily. Due to some misunderstanding, Sugriva was exiled by his brother Bali from Kishkindha. Bali unethically captured the wife of Sugriva which was one of the sinful acts of Bali. Lord Rama and Laxman were wandering in the forest in search of Sita who was fraudulently abducted by Ravana. As Bali had threatened to kill Sugriva, so out of fear, Sugriva went to Rishyamukh Mountain with his faithful colleague where he could gather the dress and ornament of Sita which she dropped during the abduction while crossing Rishmukh Mountain. At first, when Sugriva saw Lord Rama and Laxman with arrows and bows, he was so nervous and frightened that he thought Bali had sent these brave persons to kill him. Hanuman, a very intelligent monkey, went to meet Lord Rama and Laxman and successfully convinced Rama about the friendship message of Sugriva. Hanuman ji fully made Sugriva convinced that these two brothers want help from Sugriva in order to locate the place where Sita was kept. Sugriva was overwhelmed with joy and extended a request of friendship to Rama and Laxman which they accepted delightfully. Due to the atrocity of Bali, Sugriva had developed a fear complex thinking that one day Bali would kill him. So, Sugriva narrated the whole story to lord Rama and Rama decided to help Sugriva and punish Bali for his unethical, unholy and immoral conduct and finally Bali was killed by Lord Rama.

Recognizing the dress and ornament of Sita, provided by Sugriva, Rama could understand what had happened. With the friendship and grace of Rama, Sugriva a depressed and disappointed monkey got instantaneously transformed into an enthusiastic and courageous monkey king. He ordered all his monkey army to vigorously search for Sita applying all strength they had. Sugriva exhibited full strength of mind and thinking aroused by Lord Rama's virtue. His monkey army honoured the words of his energetic and enthusiastic king and finally even crossed the sea. Hanuman located where Sita mata was kept. After that a war was declared between Lord Rama on one side and Ravan on the other side representing evil. Sugriva played a great role in the war and his army comprising millions of monkeys and Bears fought

for Ramaa on the order of their leader King Sugriva. These actions exhibit how a depressed monkey was transformed into a dynamic leader and strong warrior in the war. Sugriva showed leadership continuously and finally, Ravan (a great powerful demon) was killed. Sugriva remained with lord Rama until Sita Mata was back to Rama. Even nowadays in various temples, we find the glorious image of Sugriva as a great character of Ramayana.

3. Transformation of Angad:

At the time of the death of Bali, Angad son of Bali, was immature but Bali prayed to Rama for protection and blessing for Angad. Rama kept his promises and when Sugriva was made king of Kishkindhya, Angad was given the status of prince with all pride. Angad was loved by all and had the profound blessing of Rama who induced leadership qualities in Angad and eventually, he turned out to be brave, strong and a good communicator. The followers in the case of transformational leadership feel trust, admiration, loyalty and respect towards leaders. Angad became very trustworthy and powerful. In case, during the time of war, Lord Ramaa wanted to give a rethinking to Ravana to avoid war. Lord Rama sent Angad as a mediator to Lanka, Kingdom of Ravana. Though Rama could have used Hanuman ji for this purpose but in order to arouse confidence and motivation, he provided this opportunity to Angad to show his wisdom and strength.

As a messenger of peace, Angad exhibited a fantastic job and challenged Ravan to remove his feet even by an inch and if they could displace his foot there would be no war and lord Rama would return Ayodhya without Sita. Angad was full of confidence which was induced by Lord Rama. Nobody could displace his feet even an inch including Ravana. This is how Angad was transformed by lord Rama by providing motivation and encouragement.

Identification of the potential of followers by Transformational leaders

It was Rama who could transform a depressed person into a leader. Rama chose Sugriva over Bali. Although Bali was more powerful than Sugriva and had also defeated Ravan he chose Sugriva because Bali had done unethical behaviour with Sugriva. In this very situation, lord Rama helped Sugriva and transforms him into a leader who played the role of leader in war.

Similarly, Lord Rama recognized the real potential of Angad. He cleverly communicated with Ravan and also shows a glimpse of his power to realize the potential of Rama's warriors. Rama played the role of a leader here who provided the opportunity to Angad.

When the time came for the final war, Rama wanted to give a last chance to Ravan. He sent Angad as a mediator in Lanka. Angad was a very good communicator, so he sent Angad in palace of Hanuman as Hanuman has already visited Lanka during the search for Sita. Lord Rama wanted to make Ravan realize that army of Rama has not only one warrior Hanuman but has many warriors like Angad and others. He provided an opportunity to Angad to show his wisdom. In this way Rama wanted to demoralise Ravan by sending wise, strong and good communicator Angad.

Transformational Leadership and Organizational Effectiveness:

Lord Rama as a transformational leader visioned the following goals:

- 1: Develop a challenging and attractive Vision
- 2: Specifies and translates Vision into Actions
3. Expresses Confidence, Decisiveness and optimism
4. Ties the vision to a Strategy

Develop a challenging and attractive Vision:

A transformational leader should develop a vision that everyone should follow. An organization can only be effective when a leader creates challenges and show the real vision to his followers. Lord Rama was a visionary leader who created many followers during his journey. He made realized Bharat his real duty and also told him what a king should do. Bharat took a challenge to take care of Ayodhya and even today Bharat's administration is really a matter of appreciation. An organization can be more effective if it follows the path of the administration of Bharat.

Specifies and translates Vision into Action:

Any organization can only be successful when its leaders try to translate vision into action. A leader should always take care of organizational goals and produce new future leaders. Transformational leadership is very much necessary for organizational effectiveness. A leader should clearly mention his vision to his team. Lord Rama shared the vision and created more leaders to achieve that. He developed the quality of Sugriva, he developed the quality of Angad, established Ram Rajya and provided the right leader for Lanka in form of Vibhishan.

Ties the vision to strategies:

The visions of an organisation cannot be successfully achieved unless it has the strategy to fulfil that vision of that particular organisation. Rama's best utilization of the resources and his strategy helped him to reach his goal. For any organization merely vision is not important, it is also important to make the strategy to fulfil the vision. Rama's strategy

helped him to achieve the vision. His patience, and communication, helped him to get back to Sita. Similarly in an organization leader's vision cannot be achieved unless one has a very strong strategy.

Organizational effectiveness:

Organizational effectiveness is the degree to which operative goals have been attained (Barnard, 1968). The effectiveness is related to goal and is externally focussed. One must aim such that organisation must be both efficient as well as effective. This type of organisation is required for long term survival of the organisation. An organisation remains effective as long as it uses its resources in an efficient manner and continues to contribute to the large system. (Yutchman et al, 1967)



The above model is based on the following parameters.

Rama in the role of great leader and manager:

Lord Rama has beautifully utilized the resources he had. He was working with Vanras (Monkeys) but still, he knew the strength and weaknesses of all member of his team. When he has to send his warriors to search Sita, he sent his best warriors in the south direction. He sends Hanuman, Angad, Jambvant, Nal and Neel. Rama is considered one of the great transformational leaders. He transformed Sugriv, Angad who played a major role in the war between Rama and Ravan. He also transformed Bharat into a great and successful ruler of Ayodhya.

Obtaining critical resources:

Lord Rama obtained sacred resources in the jungle. He built an army of Vanras and Reechh (Bear). His leadership skill was amazing and He transformed Vanaras to take part in all activities of lord Rama whom he had never met before. Although his resource was critical and not very sound in comparison to those of Ravan's, still it was the leadership of lord Rama who made things possible.

An organization can only get success when it is able to understand its right resources and know how to utilize those resources efficiently.

High-quality internal process:

Organizational effectiveness can only be achieved when the internal divisions of department of the organization work smoothly. The strategy does not work alone unless it has been implemented on a ground level. Sugriv, Angad and Hanuman these three were the centre heroes of the epic. Sugriv was in leading role. Hanuman was very intelligent and powerful. He dominated Ravan in Lanka during the search for Sita. Angad, the son of Bali, was a very good communicator. Lord Rama utilized Angad for negotiation also.

Satisfying Stakeholders:

An organization can never achieve its effectiveness unless it satisfies its stakeholder. Rama was the name that attracted everyone. Even the brother of Ravan also became the followers of Rama and associated himself in war between Rama and Ravan. A transformational leader should be like lord Rama who can easily identify its employees and stakeholders.

Managing opposition:

Lord Rama knew who could be the suitable person to fight with for every warrior sent by Ravan. He chose Laxman for Meghnath, Hanuman for Durmukh, Kumbhkarana and Ravan for himself. An organization can only be achieved its effectiveness when it's able to manage the opposition or competitors very well.

Conclusion:

Every organization wants to achieve high level of effectiveness. And this level of effectiveness can be nicely achieved under Transformational leadership. Every organization must follow the transformational leadership style. It helps to create more leaders by identifying their real potential. Ramayana is a better source that shows the real glimpse of Transformational leadership that could be followed by corporates as well. It leaves a great impact on the organization and its future. Organizational effectiveness can only be achieved when the leader is perfect in utilizing the resources and ability to bring out employees' real qualities and potential.

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