

**APPLICATION OF ANCIENT LEADERSHIP WISDOM AND STRATEGIES IN MODERN
CONTEXT FOR IMPROVING EMPLOYER-EMPLOYEE TRANSACTIONS- A COMPARATIVE
STUDY WITH REFERENCE TO VALMIKI RAMAYAN**

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Abstract

Leadership is both a research area, and a practical skill surrounding the ability of an individual, group, or organization to "lead", influence, or guide other individuals, teams, or the entire organization. Valmiki Ramayana is considered as a marvelous epic and the first written literature in the Indian context. Over the centuries, several authors have explored various dimensions of Ramayana ranging from philosophy, spirituality, politics, economics, sociology, culture, literature, language, poetry, technology, and others. However, management does not seem to be a popular subject of analysis from the Ramayana, although Valmiki Ramayana is pregnant with several lessons for managers. According to Valmiki Ramayana Shri Ramchandra is the man on earth with all the good qualities of an ideal leader. This paper mainly deals with analyzing the leadership characteristics of Shri Ramchandra and his associates by incorporating them with current leaders' characteristics and how the leadership traits of Shri Ramchandra can guide leaders. Therefore, this research aims to fill the gap in the existing leadership literature by exploring the relevance of ancient leadership wisdom & qualities in Valmiki Ramayana for the development of contemporary employers by employing various traits.

Keywords: 1) Managerial effectiveness 2) Leadership 3) Ancient wisdom 4) employer-employee 5) Valmiki Ramayan 6) Comparative study

1. INTRODUCTION

Leadership and managerial effectiveness have gained critical importance in the current scenario, especially in organisations, which are now becoming competitive and unpredictable. Effectiveness involves doing the right things, in the right way and effectiveness translates a manager's intelligence and knowledge into results. Effectiveness ultimately makes a manager successful in achieving organisational goals. Therefore, the importance of developing managerial effectiveness is essential for organisations to create and also to sustain their competitive advantage. Although there have been several models, methods, and views on managerial effectiveness presented in the western management literature; there seems to be no universal or standard approach to developing managerial effectiveness which can be applied to every country and community. Therefore, several new approaches toward managerial effectiveness are being developed from various perspectives. Leadership traits have been passed down for many centuries. From ancient times to the present scenario, a lot of leaders and their numerous traits are jotted. The branches of which had started from earlier generations. Leadership is one of the major qualities that a manager should possess in order to achieve the effectiveness and policy goals of the organisation. In Valmiki Ramayan, Shri Ramchandra had established such a reign where people were self-motivated and were performing their best only in the name of their king. Here in this study, Shri Ramchandra will be referred to as a king/leader in whose reign people were self-motivated to perform and progress. The objective of this study is to simplify and correlate the ancient leadership traits so that if such traits are developed in the officers of all organisations then the implementation of policies with the development of a cordial but professional relationship between employer and employee leads to fruitful transactions.

2. LITERATURE REVIEW

It is very important for every employee to believe in his employer whether as an organization or entrepreneur. Such impeccable trust only leads to fair and open transactions of thoughts and ideas between employer and employee. In Valmiki Ramayan, Lord Rama was one such leader who is also known to be fair in all his deeds. Swami Vivekananda has described the immortal character of lord Rama in these words, “Rama, the ancient idol of the heroic ages, the embodiment of truth, of morality, the ideal son, the ideal husband, and above all, the ideal king, this Rama has been presented by the great sage, Valmiki”. Here in this study, Shri Ramchandra will be referred to as a king/leader in whose reign people were self-motivated to perform and progress. Shri Ramchandra exhibits exceptional qualities of impartial behavior and therefore is fondly termed as ‘*Maryada purushottam*’. *Maryada* means the inner moral principles, ethics, customs, or rules and *Purushottam* relates to being the best among all men. He personifies the highest of human values, never deviating from the virtuous path in thought, or action, even in the most critical situations. He has shown many qualities of a righteous king and a noble human being. His model behaviour and conduct made him a leader par excellence and that is why he was blindly trusted by his people. This enabled him to transmit his ideas clearly into the minds of his subordinates.

i) Defining leadership

Leadership is basically the ability of an individual or a group of individuals to influence and guide followers or other members of an organization. In our research, it may be termed as the ability of an employer to influence an employee.

Leadership involves making sound -- and sometimes difficult -- decisions, creating and articulating a clear vision, launching achievable goals, and providing followers with the knowledge and tools necessary to achieve those goals.

Leaders are found and required in most aspects of society, from business to politics to regions to reigns to community-based organizations. Leadership is a process by which an executive can direct, guide, and influence

the behavior and work of others toward the accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group toward the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.” There are several ways of defining leadership. Some leadership theories attempt to explain what distinguishes a leader, while some explain how great leaders come to be. The Great Man Theory believes that the inherent traits that one is born with contribute to great leadership. Situational Theory recommends leaders to adopt a leadership style depending on the situation at hand, while Behavioral Theory is all about learning the skills necessary to become a good leader. So, what makes leaders who they are? Why are some people elected as managers and presidents while the rest remain followers? Leadership theories were developed to find answers to these questions.

Leadership theories don’t only exist in history. They are concepts with actionable advice that can be adopted by many, from executive managers to community leaders and all officials.

An effective leader possesses the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance in the face of failure, willingness to take risks, openness to change, and levelheadedness and reactivity in times of crisis.

Leadership can be defined as” the process whereby one individual influences another group member towards the attainment of defined group or organizational goals.”

U.S. academic environments define leadership as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common and ethical task"

ii) Leadership qualities

Those who emerge as leaders tend to be more (order in strength of relationship with leadership emergence): extroverted, conscientious, emotionally stable, and open to experience, although these tendencies are stronger in laboratory studies of leaderless groups. However, introversion–extroversion appears to be the most influential quality in leadership emergence, specifically, leaders tend to be high in extroversion. Introversion - extroversion is also the quality that can be judged most easily of the Big Five Traits. Agreeableness, the last factor of the Big Five personality traits, does not seem to play any meaningful role in leadership emergence.

a) Birth order

Those born first in their families and only children are hypothesized to be more driven to seek leadership and control in social settings. Middle-born children tend to accept follower roles in groups, and later-borns are thought to be rebellious and creative.

b) Character strengths

Those seeking leadership positions in a military organization had elevated scores on a number of indicators of the strength of character, including honesty, hope, bravery, industry, and teamwork.

c) Dominance

Individuals with dominant personalities – they describe themselves as high in the desire to control their environment and influence other people, and are likely to express their opinions in a forceful way – are more likely to act as leaders in small-group situations.

d) Emotional intelligence

Individuals with high emotional intelligence have an increased ability to understand and relate to people. They have skills in communicating and decoding emotions and they deal with others wisely and effectively. Such people communicate their ideas in more robust ways, are better able to read the politics of a situation, are less

likely to lose control of their emotions, are less likely to be inappropriately angry or critical, and in consequence, are more likely to emerge as leaders.

e) Intelligence

Individuals with higher intelligence exhibit superior judgement, higher verbal skills (both written and oral), quicker learning and acquisition of knowledge, and are more likely to emerge as leaders. Correlation between IQ and leadership emergence was found to be between .25 and .30. However, groups generally prefer leaders that do not exceed the intelligence prowess of the average member by a wide margin, as they fear that high intelligence may be translated to differences in communication, trust, interests, and values.

f) Self-efficacy for leadership

Confidence in one's ability to lead is associated with increases in willingness to accept a leadership role and success in that role.

g) Self-monitoring

High self-monitors are more likely to emerge as the leader of a group than low self-monitors since they are more concerned with status enhancement and are more likely to adapt their actions to fit the demands of the situation.

h) Social motivation

Individuals who are both success-oriented and affiliation-oriented, as assessed by projective measures, are more active in group problem-solving settings and are more likely to be elected to positions of leadership in such groups

i) Narcissism, hubris, and other negative traits

A number of negative traits of leadership have also been studied. Individuals who take on leadership roles in turbulent situations, such as groups facing a threat or ones in which status is determined by intense competition among rivals within the group, tend to be narcissistic: arrogant, self-absorbed, hostile, and very self-confident.

j) Absentee leader

Existing research has shown that absentee leaders - those who rise into power, but not necessarily because of their skills, and are marginally engaging with their role - are actually worse than a destructive leader because it takes longer to pinpoint their mistakes.

k) Willingness to Participate

A willingness to participate in a group can indicate a person's interest as well as their willingness to take responsibility for how the group performs. Those who do not say much during a group meeting are less likely to emerge as a leader than those who speak up. There is however some debate over whether the quality of participation in a group matters more than the quantity.

A hypothesis termed, the 'babble effect' or the 'babble hypotheses' has been studied as a factor in the emergence of leaders. It is believed that leader emergence is highly correlated with the quantity of speaking time, specifically, those who provide a large quantity are more likely to become a leader in a group setting. It is also believed that the quantity of participation is more important than the quality of these contributions when it comes to leader emergence.

Research has shown that the largest contributor to a discussion in a group is more likely to become the leader. However, some studies show that there must be some element of quality combined with quantity to support leader emergence. Thus, while sheer quantity does matter to leadership when the contributions made are also of high-quality leader's rise is further facilitated.

iii) Managerial Effectiveness

One of the keys to successful management is the ability to understand and apply management principles and techniques effectively. Managers must develop an in-depth knowledge of past and present models, theories, and processes to manage effectively and intelligently. Contemporary management practice is pervasive in every aspect of human life within all types of organisations and managers in organisations play numerous roles. In the

context of roles, Minzberg (1973) in his book *The Nature of Managerial Work* provided ten roles that managers play for increasing managerial effectiveness, which can be divided into interpersonal roles, informational roles, and decisional roles.

Managerial functions also involve work activities such as planning, organising leading, and controlling. Planning involves the problems of creating a vision, and mission, defining goals, and establishing strategies; organising involves how the goals or task need to be grouped, who will be involved in doing it, who reports to whom, and how decisions are made; leading involve motivating, influencing, communicating and developing employees to work towards the defined goals while controlling refers to the monitoring performance to make sure it is going according to the plan (Muniapan, 2008).

As the public sector environment today is becoming more complex, more dynamic, and more uncertain, the skills and knowledge a manager needs to succeed are wide and varied. To play the above-mentioned roles effectively, managers need some sets of skills. There are basically three types of managerial skills, which include technical skills, human skills, and conceptual skills. A leader has to be effective in all his approaches else his team members and subjects will neither obey him nor follow him. In such cases, the organization will also lose its effectiveness and efficiency.

iv) Ancient wisdom/leader

Valmiki Ramayan is one of the most versed and filmed forms of ancient text and hence it's easier for almost all the laymen to relate to it. Some of the proofs of such versions are as follows: The ancient epic Ramayana states in the Balakhanda that Rama and his brothers were born to Kaushalya and Dasharatha in Ayodhya, a city on the banks of Sarayu River. The Jain versions of the Ramayana, such as the Paumacariya (literally deeds of Padma) by Vimalasuri, also mention the details of the early life of Rama. The Jain texts are dated diversely, but generally pre-500 CE, most likely sometime within the first five centuries of the common era. Moriz Winternitz states that the Valmiki Ramayana was already renowned before it was recast in the Jain Paumacariya poem, dated to the

second half of the 1st century, which pre-dates a similar retelling found in the Buddha-Charita of Asvagosha, dated to the beginning of the 2nd century. The return of Rama to Ayodhya was celebrated with his coronation. It is called Rama pattabhisheka, and his rule itself as Rama rajya described to be a just and fair rule. It is believed by many that when Rama returned people celebrated their happiness with diyas (lamps), and the festival of Diwali is connected with Rama's return or prior. The entire life story of Rama, Sita, and their companions allegorically discusses the duties, rights, and social responsibilities of an individual. It illustrates dharma and dharmic living through model characters. (Sivananda, 1996) quoted Valmiki Ramayana as one of the most influential and majestic epics depicting dharma through the description of the life of one of the greatest kings, Shri Ramchandra. He also described the life of Shri Ramchandra as a role model for all men to attain the highest embodiments of righteousness. (Balakrishnan Muniapan and Mohan Dass, 2009) tells about the Indian leadership perspective from the literary works of poet Kannadasan and demonstrated content analysis besides leadership interpretations from ancient Indian literature like Ramayana. (Vikasa, 2000) in his work explained how the verses of Valmiki Ramayana were widely sung in nook and corner of India. He also explained that the daily usage of Valmiki Ramayana in everyday conversation of Indians astonished even the British missionaries.

v) **All Organisation**

All organization refers to all types of organisations whose main objective is to execute for the development of the society and nation as a whole. This may include banks, schools, PSU's, ministries, private sector organisations, etc.

3. **Research Methodology**

Through this paper, we want to incorporate ancient leadership characteristics with modern leadership qualities and their application. Here we used a qualitative research methodology named hermeneutics which is an

interpretation of ancient classical wisdom literature. The source used for data collection is secondary sources and thus its documentary research is based on observation.

3.1 Problem Statement

With the change in the world scenario and speed of development of the economies, India is also emerging as a great competitor for world forums. To make such an ambitious idea for Indians a reality there is great pressure on all public sector organisations to deliver more in less time. This in turn puts lots of pressure on the executive who is neither a policy formulator nor evaluator but has to deliver results in the least time with the least staff. Most of the officers of all organisations do not possess any professional qualifications which will help them to deliver the needed. Therefore employers now need to develop and acquire such traits which will help them to motivate and lead their subordinates below them to get desired results from them.

3.2 Objective of the study

The major objective of the study is

- 1) To study and find out whether the ancient leadership traits are relevant in the current world scenario.
- 2) To examine whether the ancient leadership ideas are in consonance with current leadership theories.
- 3) To find out the applicability of such traits in current all organisational scenarios.

3.3 Hypothesis

- Ho: The ancient leadership traits are not relevant to study in the current world scenario.

H1: The ancient leadership traits are relevant to study in the current world scenario.

- Ho: The ancient idea of leading is not in consonance with modern leadership ideas.

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- Ho: The ancient idea leading of a great leader is not applicable to all organisations.

H1: The ancient idea leading of a great leader is not applicable in all organisations.

3.4 Analysis and Findings

Here in this research study and understand the teachings of, Valmiki Ramayan is taken as a reference. In order to correlate ancient ideologies with the modern world, the world's number one best-seller leadership book "The 21 irrefutable laws of leadership" by John C. Maxwell is taken. Along with these two books, other Human Resource management text books are also referred to understand and propagate relevant theories of leadership. Being documentary research here only various documents are only referred to and correlated to understand the phenomenon of ancient philosophies and their applicability in the modern world.

Ho: The ancient leadership traits are not relevant to study in the current world scenario

Shri Ramchandra as per Valimiki Ramayan was born in Ikshvaku clan as the eldest son of King Dashrath and thus had the inborn boon of being the leader. Further as mention in Valmiki Ramayan:

Ikshvakuvamsaprabhavoramonamajanaihsrutah|

Niyataatmamahaviryodyutimandhrtimanvasi||1.1.8||

Buddhimannitimanvangmisrimansatrubarhanah|

Vipulamsomahabahuhkambugrimahahanuh||1.1.9||

Meaning- Ram of the Ikshvaku race is known to be composed, strong, radiant, self-controlled, and master of his senses. Intelligent, principled, eloquent, destroyer of enemies, broad-shouldered, thick-necked, and big-chinned.

All the traits mentioned in Valmiki Ramayan of Shri Ramchandra if taken as per modern-day leadership theory falls under the traits of a Charismatic Leader who by his natural or acquired charisma leads people. If the same

traits are studied under traditional theories, then, all his characteristics fall under Trait Theory. Stodgill classified these traits into 5 categories:

- 1) Intelligence and scholarship
- 2) Physical traits
- 3) Personality characteristics
- 4) Social status and experience
- 5) Task-oriented

Therefore, the personal traits or features of Shri Ramchandra are still relevant in modern day theories and thus a study conducted over his ideology will be relevant in today's world.

Even in modern day there are many leaders like Mahatma Gandhi, Nelson Mandela, N.T.Ramarao etc are fit examples of charismatic personality and trait theory.

Hence on the basis of the above analysis, the null hypothesis is rejected and the alternate hypothesis is accepted that the personality and leadership traits of Shri Ramchandra are relevant to study in the current world scenario.

Ho: The ancient idea of leading is not in consonance with modern leadership ideas.

In Ayodhya Kand, Shri Ramchandra narrated the qualities of a good leader/ king to Bharat when he came to take Shri Ram back to the palace after the death of their father. The shlokas which are relevant for studies are studied in consonance with modern-day believes and disbelieves. Following are his teachings:

1. Humbleness/ Empathy

kacciddevanpitrubhrtvangurunpitrasamanapi|

vrddhamscatatavaidyamscabrahmanamscabhimanyase|| 12.100.13||

Meaning- it doesn't matter what we become in life, there will always be a few people who must be respected at all times and one should be humble to them.

The Law of Connection mentioned by John C. Maxwell in his book is the same as that mentioned by Shri Ram centuries before. He says that “you can’t move people to action unless you first move them with emotions.... The heart comes first before the head”. He further says that “it’s one thing to communicate to people because you believe you have something of value to say. It’s another to communicate with people because you believe they have value.”

A great leader’s unique achievement is a human and social one that stems from his understanding of his fellow workers. Leadership really does require more subtlety and perceptiveness than is implied in the saying, “Do as you would be done by.”(Understanding Leadership, 2004, Harvard Business Review).

Therefore from the above discussion, it gets clear that to maintain sanity in this insane world, we need people in “our team”, who keep us grounded and real so that we don’t drift away in this world and lose a grip. For a manager, the people on the list can be knowledgeable seniors and mentors at work and elderly parents and mentors at home.

2. Self Discipline

Kaccinidravasamnaesikaccitkalevibudhyase|

Kaccinacaaparrarattrisucintayasyarthanaipunam||2.100.17||

Kacciddarsayasenityammanusyanamvibhusitam|

Utthayautthayapurvaahnerajaputromahapathe||2.100.51||

Meaning- one must not be under the control of sleep but wake up at the appropriate time. Always think of mastering your actions during the last part of the night. One must wake up early every day, dress well and present yourself to the people.

Shri Ram tells about self-discipline that a leader must always be on time and attentive towards his actions and presentation. Good leadership is in developing discipline in others. Good leaders are self-disciplined and have good time management skills. They boost a culture where people are disciplined. This is a quality to which people can adapt themselves with determination. When you are self-disciplined and set an example, you motivate others

to follow. As also defined by John C. Maxwell “Great leaders always have self-discipline -without exception.”

The same phenomenon is also described by him in the Law of Process.

3. Decision making

Kaccinmantrayasenaekahkaccinnabahubhihsaha|trust

Kaccitemantritomantrorastramnaparidhavati||12.100.18||

Meaning- one must make decisions neither alone nor with too many. Also, a decision made by you must not be leaked amongst people before its execution.

As also mentioned by John C. Maxwell under the Law of Inner Circle, “when we see any incredibly gifted person, it’s always tempting to believe that talent alone made him successful. To think that is to buy into a lie. Nobody does anything great alone. Leaders do not succeed alone. A leader’s potential is determined by those closest to him. What makes a difference is a leader’s inner circle.” This can be understood *as* good leaders are decisive and know how to help the organization, employees, stakeholders, and customers. *One* would never envision a leader who is unclear and uncertain. Good leaders are aware of the fact of how their decisions can make or break businesses. They evaluate a given circumstance many a time before coming to any conclusion. They collect the necessary information required before making any announcements. Also, they do not believe rumors but examine a situation or a problem themselves before making a decision.

4. Empowerment/ commitment to the growth of people

Kaccittedayitahsarveksi goraksajivinah|

Vartayamsamsrithataloko hi sukhamedhate|| 12.100.47||

Tesamguptipariharaihkaccittebharanamkrtam|

Raksya hi rajnadharmenasarvevisayavasinah|| 12.100.48||

Meaning- the weaker like farmers and cattle rearing must be empowered and protected. A leader must protect all his followers while firmly following the path of righteousness.

Great leaders can empower their team members to achieve maximum productivity and organizational success. Empowerment gives the team members equal decision-making opportunities and uses their power of judgment and expertise to develop solutions. This builds the sense of individual worth and also employees' commitment towards their organization. Every individual brings their skills and talents to the table that often finds a route to flow. Usually, you would have skillful team members, but a lack of guidance and motivation fails to bring them the best. It is, therefore, on leaders how they foster these skills by empowering them. Good leaders know how to unleash positive traits in others. They understand that the only way to do that is by empowering them. Therefore, leaders take it as a daily practice to continuously empower people and strengthen the team.

As also mentioned by John C. Maxwell in the Law of Addition “the bottom line in leadership isn’t how far we advance ourselves but how far we advance others.”

Hence it’s the responsibility of a leader to empower and protect his followers to make a difference in their lives and ultimately in the performance of the company.

5. Fair attitude

Kaccinnasarvekar mantahprotyaksaste.avisankaya|

Sarvevapunarustsrstamadyamevatrakaranam|| 12.100.52||

Meaning- the workers do not present them directly. At the same time, they do not remain out of sight due to fear.

The middle course is the best way for everybody.

One who can think and act beyond this loop is what makes them different from the crowd. These biases are one of the factors why most leaders fail to achieve greater heights. Good leaders are fair to the employees and the organization's processes. They acknowledge the good and always make room for everyone to thrive together. They understand that nothing significant has ever been achieved with an attitude that is unfair and biased. Even if it does, the sustainability of the outcome is always questionable. Good leaders keep biases and unfairness out of the window and create a culture that does not promote or acknowledge this attitude.

John C. Maxwell has explained this phenomenon in his book *The Law of Respect* where it is clarified that to gain respect among the followers, the leader has to be fair and unbiased. The confidence and belief of the team members in the leader encourage them to follow his path without hesitation.

6. Optimum utilization of resources

Ayahtevipulahkaccitkaccidalpatarovyayah|

Apatresunatekaccitkosogagcchatiraghava||12.100.54||

Meaning- revenues must always be much higher than expenses and that one does not give away your treasure to the undeserving.

In every organization physical (material, machines, money, etc.) and human (manpower) resources are used. The function of management is nothing but to put them to optimum use or avoid the wastage of resources. And it is possible only when a manager makes use of the principles of management.

According to the principle of 'unity of command,' there should only be one boss for an employee at a time. In case there is more than one boss, the employee will not be in a position to work properly. Consequently, human resources will be wasted.

Therefore, if we desire to use human resources favorably, this principle has to be adopted. Similarly, many other principles ensure the favorable utilisation of various other resources.

The primary need of every organisation is that its administrative system should be effective. Only that administrative system is called effective where the managers can take balanced and quick decisions. To take such decisions, sufficient information and authority should be available.

This is made possible with the help of the principles of management. For example, the principle of ‘authority and responsibility’ advocates granting of sufficient authority, while the principle of scalar chain advocates making adequate provision for providing information.

As also mentioned by John C. Maxwell in Law of Empowerment, an efficient leader always utilize all the resources judiciously for the empowerment and upliftment of the team and organization.

7. Trustworthy

Kaccidarthenavadharmamdharmamdharmenavapunah|

Ubhauvapritilobhenakamenanavibadhase|| 12.100.62||

Meaning- one should not forsake righteousness for the sake of prosperity, prosperity for the sake of righteousness, or both for another sake.

One of the essential leadership qualities is the possession of honesty. Trust is expected from leaders to garner trust and respect from people for reliability. Moreover, we look up to people who are loyal to their words and are accountable. Thus, trust is the most valued trait for any business leader or any leader in general.

As also mentioned by John C. Maxwell in Law of Solid Ground, trust is the most important thing. Trust is the basis of leadership. It is the glue that embraces an organization together. Leaders cannot repeatedly break trust with people and continue to influence them.

8. Visionary and prompt

Kaccidarthamviniscityalaghumulammahaudayam|

Kasipramarabhasekartumnadirghayasiraghava|| 12.100.19||

Meaning- having figured out any action which involves a little effort in execution and still yields superior results,

I trust you implement it without delay.

A visionary leader is far-sighted, single-minded, and inspired by what a company can become. Visionary leaders work hard for the larger good and keep themselves updated with time and change. Ensuring a vision for the future with perseverance and keeping everybody invested in the process is what a visionary leader does.

A visionary leader does not hold back to take risks and unconventional decisions.

As also mentioned by John C. Maxwell in Law of the Picture, great leaders always seem to embody two seemingly disparate qualities. They are both highly visionary and highly practical. Hence the idea of Shri Ram is still applicable in modern-day world.

- The major leadership ideas mentioned in Valmiki Ramayan have been illustrated above and are also compared with today's leadership ideas as stated by John C. Maxwell in his book 21 Irrefutable Laws of Leadership. On comparison, it is found that all the characteristics of a great leader as described by Shri Ramchandra are still relevant and are fit for the study. Hence based on the above analysis, the null hypothesis is rejected and the alternate hypothesis is accepted that the idea of Shri Ramchandra of a leader aligns with modern leadership ideas.

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Ho: The ancient idea leading of a great leader is not applicable to all organisations.

All organisations are mostly run on similar lines based on central/ state policies. Hence the leadership style for almost all the organization will be the same. Based on the above-mentioned leadership traits as narrated by Shri Ramchandra, the questionnaire is prepared with 20 questions and was distributed to 50 all employers of various all employees, and their responses were taken.

Based on the responses following table is prepared and the Chi-square test is performed on the responses to know the degree of significance.

Table-1

Results						
All Employees	1) Intelligence and scholarship	2) Physical traits	3) Personality	4) Social status and experience	5) Task-oriented	Row Totals
Preferred	40 (31.67) [2.19]	30 (31.67) [0.09]	30 (31.67) [0.09]	40 (31.67) [2.19]	50 (63.33) [2.81]	190
Not Preferred	10 (18.33) [3.79]	20 (18.33) [0.15]	20 (18.33) [0.15]	10 (18.33) [3.79]	50 (36.67) [4.85]	110
Column Totals	50	50	50	50	100	300 (Grand Total)

A chi-square test of independence was performed to examine the relation between preferred leadership traits (Charismatic theory traits) of senior officers by officials and various traits of a charismatic leader as prescribed by Shri Ramchandra in his ideology.

It is found that the relation between the variables was significant with the Chi-Square statistic is 20.0957. The p-value is 0.000478. The result is significant at $p < 0.05$.

As the result is significant hence the null hypothesis will be rejected and an alternate hypothesis will be accepted i.e. the ideology of Shri Ramchandra of a great leader is applicable in all organisations.

4. Limitation

The study is very much dependent on the accounts written by Sage Valmiki in his Valmiki Ramayan and no other text to understand the exact viewpoint of Shri Ramchandra is referred to. Hence there is the scope of the study based on other versions of Ramayan which can make us understand the whole concept properly and deeply. Further, the study was limited to organizations located in Raipur city only. Hence a future study with a broader respondent base may be conducted thereby making the applicability of research universal. Further, this study has not used deep statistical tools which may be used to get a better insight into individual values.

5. Conclusion

Valmiki Ramayan is an ancient book with almost all the teachings that can be applied in daily life. Such management rules are precious in today's scenario where man-management is very much involved. The type of leadership implied by Shri Ramchandra was very much technical and humanistic, making him a great leader; hence, if learned and used today will result in great success.

Leaders always bring a positive change among the people to foster a sense of belongingness for the group thereby smoothening transactions among them. The followers help each other in achieving the goal set by the team. It creates an atmosphere of harmony and encouragement. The leader enhances the personal potential growth of every individual member of the team and provides them required guidance to achieve their goals as well as the organization's goals. Here Sri Rama is a perfect example of a perfect leader and his leadership good qualities are an inspiration for all the upcoming leaders in the future. Sri Rama had shown every characteristic of a good leader throughout his entire life situations Sri Rama's leadership style shows how to encourage and empower employees of an organization to think innovative and to take risks at right time. If such qualities and traits are developed by training or by conscious efforts then it may be seen then employer-employee transactions may achieve a greater extent of harmony leading to lesser conflicts and positive churning of minds for a better quality of inputs.

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