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CRISIS AND CHALLENGES FOR THE RISE OF TRANSFORMATIONAL LEADERSHIP IN INDIA

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ABSTRACT

Today we are the citizen of a free and democratic country India, but 70 years back was India a free country? No, British's ruled India and a long struggle were carried out to achieve freedom of India. This Indian freedom struggle could have been a total impossible dream if it had not been like Mahatma Gandhi, Jawaharlal Nehru, and Netaji Subash Chantre Bose. These people towards attainment of independence guided the whole India ably.

KEY WORDS: *free and democratic country India , achieve freedom.*

INTRODUCTION

We call them leaders. A good leader is not only a good commander but also able to extract work from his follower and channelize them towards the attainment of goal. So not only giving commands but also acceptance of request also becomes an essential part of the leadership behavior. The leader applies his qualities and skill for achieving the group goals. So we can define, as "Leaders are those who have the ability to influence the behavior of others without the use of force".

DIFFERENT STYLES OF LEADERSHIP:-

There are many different ways of leading others. Some styles may be considered to the old mainstream ways of leading. Yet the majority as being difficult and not very easy to learn and apply may view others. However these leadership styles may be what shall be used as guidelines in the future to measure how good a leader actually is. If one was to really look at the difference between these styles, they will find that they are totally different in some respect. The old style wants the employee to conform and not stand out. Although, one will also find that they are actually very similar in many ways. For example, the old style says that the leader is recognized as a change agent. The new style says that a transformational leader supports people to engage in a wide variety of personal development programs. They give power and responsibility to people to make a difference within their own area of influence. Leaders of transformation are constantly on the look for the people with the courage to be different; they encourage those with an alternative point of view. Trend-setting bosses know that when people take control on their own lives they can bring increased value to organizations through increased efforts, insights and innovation. Some of these newer styles can include such styles as transformational leadership and transactional leadership.

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TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP:-

Several theories have and are put forward to explain leadership effectiveness. Two of the most prominent leadership theories are Transformational and transactional leadership theories. Since the late 1980, theories of transformational and charismatic leadership have been ascendant. Versions of transformational leadership have been proposed by several theorists, including Bass (1985, 1996). Although most authors agree that transactional and transformational leadership are different in concept and in practice, many authors believe that transformational leadership significantly augments transactional leadership, resulting in higher levels of individual, group, and organizational performance (Bass & Avolio, 1994; Howell& Avilio, 1993). Others believe that Transactional leadership is a subset of Transformational leadership (Weihrich, 2008).

Transactional leadership also known as Managerial Leadership, focuses on supervision organization and performance; transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.

"Transactional depends upon self motivated people who work well in a structured, directed environment by contrast transformational leadership seeks to motivate and inspire workers choosing influence rather than direct others".

Transactional leadership is stand upon on exchange values and upon higher authority affairs. The leader gives salary or promotion to employee in exchange of their performance of certain services. The other part of the exchange of value is punishment. If employees failure to carry value they will get punishment, such as reduction in pay or discharge. Transactional leadership, in simple way, can be expressed like this: I am the boss, and I give you order what to do. You will be rewarded if you can do it properly. If you fail to do it, no doubt you will get punishment. Transactional leadership style is a zero-sum game. In contrast with transactional leadership, Transformational leadership is stand upon the absolute acceptance of employees as individuals. The transformational leaders establish good relation with his followers. He does not offer his followers rewards in exchange of good performance. Instead of offering rewards, he motivates them to get their work places ownership and build their own value. As opposite to transactional leadership, which gives direction to downward and commanding, transformational leadership wants followers to share their requirements, suggestions and ideas. This practice helps followers to think positively in work place, they work believe that the organization and they have same goal. Transformational leaderships prime characteristic is believes in leader is the servant of the followers, on the other hand transactional leadership believes leader is the master.

CRISIS & CHALLENGES FOR THE RISE OF TRANSFORMATIONAL LEADERSHIP IN INDIA:-

Historically, our Holy earth of India is always blessed with transformational leadership of many great personalities. If we look at our ancient great holly books like Ramayana and Mahabharata we found that Ram and Krishana were the great transformational leaders of their respective periods. Both of them have used their full organizational and motivational skill to root out evils from the society. Afterwards Mahavira Jain and Mahatma Buddh and Maharaja Ahoka have also given their great religious and spirituals contribution for nationally and internationally. We can visualize, Raja Ram Mohan Roy, Swami Dayanad , Swami Vivekanda and Mahatma Gandhi and Jawahar Lal Nehru, Ram Manohar Lohia, Din Dayal Upadehya, Acharaya Vinobha Bahve and Jayaprakash Narayana as transformational leaders in Indian sociopolitical and spiritual sphere. We are also blessed with various leaders in different sectors like Tata, Birla, Ambani, Ajij Prem ji, Laxami Mittal etc in Bussiness, and Dr. A.P.J. Abdul Kalam in science and techanology. Many other leaders are giving their contribution in Games, Media, film & Television, Arts and culture also.

But a million dollar question is rising in our mind that nowadays we are facing many great challenges and crisis for the rise of Transformational leader in our country. Many Scholars think that our present Prime Minister Mr. Narender Bhi Modi is taking a shape of our transformational leader in coming years. But another critic thinks that he is a leader of one section of population which believes in Hindu fundamentalism & Hindu ideology. He does not fulfill the criteria of transformational leader as desired by the theory of

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transformational leadership. Mr Narender Modi Prime Minister of India working style is Authoritative and Transactional leader.

If we visualize the Indian political scenario after the death of Jayaprakash Narayan We hardly found any leader who can claim to be a Transformational leader. No doubt India political system is facing a great crisis and many challenges for the development of transformational leadership.

Different aspects of leadership crisis in India can be discussed as follows:-
(A) **Sociological crisis**:-
1.   **Breaking of Joint family system and Rise of nuclear family system** :

Breaking of supportive Joint family system and rise of nuclear family system in India is become a great crisis for the development of value based transformational leadership. In a traditional joint Indian family system, the influence of parents is not critical to the achievement motive. According to the literature, the affection and emotional aspects of personality come from early intimate relationship with the mother (Kakar, 1971). In a joint family system, female members of the family tend to look after the children. Later in childhood, the role model may not only be father but any male who is close to the child. Self-reliance and adaptability as a consequence of parental support and upbringing led to building confidence. Many studies have suggested that the parent informality and nondiscriminatory attitude allowed their children to think in a different manner. Those raised in joint or large families learned to absorb diverse experiences and become more adaptable, and understand the richness of relationship. Perhaps, these experiences also prepared them to face ups and downs in life.

Punam Sahgal and Anil Pathak have clearly observed in their study published in international journal of leadership study 269, Volume 2, 2007 that many successful leaders have accepted that they have learned many valuable lesson of leadership at the family dinner table, where our fathers presided over night debate with us. Leaders also asserted that a key role was played by their fathers in their upbringing and in the inculcation of core values.

2.   **Degeneration of Nuclear family and rise of single parenting system in India**: -

we are visualizing in the present scenario that we are facing the degeneration of not only the joint family system but the nuclear family also. Nowadays concept of single parenting is going to become reality in the Indian society. Biologically and socially it is proved that a child needs both mother and father for their healthy development. The rising of divorce and experiment of single parenting through test tube baby or IVF technology or surrogate mother is ultimately put a negative impact on the growth and development of the children in the society. How can this environment of 'structural deficit' of a family inculcate the quality of leadership in the children who are brought by maid or servants? Bollywood stars Karan Johar, Tussar Kapoor and Sushmita Sen are the few examples of single father or single mother parenting in India. Medical professionals and champion of individual freedom may be happy for this single parenting system but children of single parenting families are highly socio-psychological risk in our country.

3.   **Degeneration of the moral and ethics from the Indian society:-**

The moral code of people is an indicator of their social and spiritual ways of life. People are required to discharge their duties according to the moral code of ethics. A true knowledge of ethic would be attained if one practices and imbibes these moral values. Morality and Indian society have a close relation between them. We are proud of our rich cultural, historical and spiritual heritage for which, we are well known around the globe. But today, we kept those ideas, values and principles close to our hearts, which were so dears to our ancestors. The Patience, kindness, humanity, truthfulness, compassion, empathy, commitment, tolerance, cooperation, respect, integrity, faithfulness and forgiveness are all on the decline.

Today capitalist society is taking a shape of insensitive and immoral society. The principle of 'Money makes the mare go' is dominating everywhere in our social structure. Family and social relations are totally breakdown and everybody is leaving in despair and uncertain environment. Not only young people but even

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the schools going children are involving in theft, robbery, ransom and murder cases. Seven years old Pradyuman Thakur 2nd class student of Rayan International school Gurgaon (Haryana) was murdered by 11th class student of the same school on 8 September 2017 because he wanted to get a parent –teacher meeting and exam postponed. In an another case a 16 years old boy killed his mother and sister with cricket bat and pizza cutter on 4th December 2017 because he was upset about being scolded by his mother over studies. In the third incident, on 7th December 2017 a five years old girl of UKG class was kidnapped and murder by16 year's old boy student of 11th class for ransom amount twenty lakh. These are few incidents which presenting a picture of our society.

B. Educational Crisis:-
1. Crisis of value based education system in India:-

Everyone talks about value education at present with the premise that values in life are being fully eroded. In every aspect of human life be it political, social or economic, the main casualty is moral turpitude. Society realizes the fact that due to ongoing march towards achieving material wealth and aggressive consumerism, life has become so mechanical, bereft of meaning and social satisfaction. People involving themselves in material world are slowly forgetting the higher values in life which are essential of the transformation of human society from ordinary being to higher human being. Human being in the process of evolution is in transition and has to move from ordinary human being to extraordinary divine human being working for the cause of the entire humanity and the cosmos. India has exhibited its affluence in culture and spirituality despite its material paucity. But now it has achieved material prosperity and witnessed the deficit of values and honesty. It is also increasingly felt that the society is moving inwards more and more crimes despite the material advancement achieved through science and technology. It is a question whether the science and technology have helped the human society to lead a decent and dignified human life or enabled someone or group to exploit the major section of the society. Human life in every sphere became so complex at present. Ultimately, consensus has been arrived at to proclaim that humanity has lost his precious values and hence everyone feels that unless the values are restored humanity has no future.

2. Education abdicates its role of character building:-

People's money is invested for education hence it is a social investment. Education has to create a consciousness among students about the social concerns. Plato in his republic argued that an educated person has to use his knowledge and skill for solving the problems of the people. Albert Einstein argued that education will make you to reach higher status in social life. Sustaining the position in the highest place where you have reached depends on your character. If you education gives that, you can stand otherwise you will fall. But today's education has moved away from character building which is the basic goal of education. Needless to say that our education system are producing such type doctors and engineers who are behaving like criminals and are involved in unscrupulous practices. There is a nexus between the Diagnostic centre and doctors. It has been proved that recently on 1st December 2017, 1.4 crore in cash and 3.5 Kg jewellery seized by the raid conducted by income tax sleuth in Bangaluru City medical centre. The income tax department officer claimed that all the doctors in our country charges crore of rupees as referral fee from the IVF and diagnostic labs. In a Second case, seven years old Adya Singh a dengue patient died in Gurugram Fortis Hospital on 15 Septmber 2017. The Hospital has charged ruppes 15 lakh 59 thousand for 15 days stay in ICU. In the third case, a new born was wrongly declared dead by a private Max hospital in Delhi on 30 Nov 2017. Same situation we can access in engineering profession also. It is clearly shows that the character building is losing ground from our education system.

3. Education without love and compassion:-

What kind of human being we are aiming to produce? The aims may vary a little but essentially, all over the world present education system is aiming to produce a human being who is intelligent, knowledgeable, hardworking, efficient, disciplined, smart, and successful and hopefully a leader in his field

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of Endeavour. May one most humbly point out, Adolf Hitler had all these qualities. The only thing lacked love and compassion. It means, we are producing more and more Hitler through our education system. The major challenges facing mankind today are not created by illiterate villagers but by highly professional minds who plan and run governments, organizations and business. We are producing a lopsided human beings top scientist and engineers who can send man to the moon but are brutal with their neighbors; human beings who have vast understanding of the way the universe operates but little understanding of themselves.

4.   Lack of competency oriented education:-

Our education system failed to foster quality like ability to make own observation, the ability to identify and solve problem, ability to take initiative and ability to work together with other people in a team work. Every day in our society we are observing that highly qualified persons are failed to face a very small problems of their personal, social and professional in nature. Hence suicidal rate engineering, medical students are increasing in the society as compare to language or social sciences students.

5.   Commercialization and privatization of education sector:-

Commercialization of education has changed the purpose of education. Now the main aim of education is to earn not to turn. Students are learning how to earn but they are not learning how to turn back to the society. The basic purpose of education was the transformation of individual towards a non-violent, peaceful and value based harmonious society. But, now education becomes a tool for the production of workforce for corporate houses. Private education institutions are emerging as multinational corporate companies established throughout the world. Profit, earning, turnover and membership quantum have become the key aspects of these institutions. We are not producing good or sensitive citizen but producing greedy, ambitious, aggressive and self centered citizens who are far away from the qualities and concept of transformational leadership.

C.   Religious practices and Spiritual Crisis:-
1.   Spirituality is the inner core value of Human being:-

The world is facing a great crisis of religious fundamentalism. Undoubtedly, humanity needs the peace and harmony which can be possible only by the spiritual development of human being. Spirituality is the core value for the growth and development of transformational leadership in all over the world. Spirituality, in its true sense, means having faith in basic goodness of man and pursuing meaningful goals and purpose in life. Such an orientation is essential to create inter-connectedness and a sense of harmony between human beings.

2.   Religion and Spiritualism are different:-

The man has a spiritual nature in addition to physical, intellectual, emotional and social cannot be denied. The very word 'spiritual' refers to that which pertains to the 'spirit' or the 'innermost core' of the personality. But the main problem is the word spirituality has been misconstrued with 'religion' and the rituals, customs and traditions that go with it. There is clash between all religions regarding their different way of rituals and customs to offer prayer to their respective form of 'GOD'. But in case of spirituality all human being are one.

3.   Spiritualism is the supreme nature of all human being:-

According to the Spiritual leader Baha'u'llah, 'Man has spirit of love, compassion, creative energy, altruism, humility, gift of intellect and knowledge which make him divine'. Thus it cannot be denied that people with such an orientation are likely to overcome their differences and have a needed tolerance and love for others. It is therefore important for us to make efforts to inculcate among children the basic awareness about spiritual nature of man, the purpose and meaning of life.

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4. Nexus between religion and trade or business:-

If we visualize the present business-religious and political scenario of we can easily access the nexus between all of them. They use each other for their growth and development. Role of religion is limited to pooja and yatra; all these pooja and yatra are directly benefited to the trade and business houses. Religion is increasing and spiritualism is decreasing day by day in the Indian society. This type of religion is also benefited to political leaders during election times.

D. Political Crisis:-

1. End of role model from Indian politics and social sphere:-

We are felling a crisis of role model in the arena of Indian political and social sphere. After Jayaprakash Narayan there is no leader in Indian political and social sphere who can be a role model for future generations. Most of the leaders either lead a particular caste, sect, religion or area. They have lacking the qualities of transformational leadership.

2. End of link between thought, speech and action in the present political and social scenario:-

A link between thought, speech and action is the necessary trait of a transformational leader. So that people can follow him and imitate him in their life. But now we are having a crisis of that leader because after election they work on that projects which are not written in their election manifesto. Even after election they ignored the public opinion in many cases. We found a gap between the leaders and their followers in case public development issues.

3. Presence of transactional leadership in India:-

If we scrutinize the election manifesto of different political parties from 1970 onwards we can easily access the picture of leadership working in our country. Reservation, Construction of Mandir or Masjid, Loan waving, subsidy in electricity bill or fertilizer, free ration or free water, free lap-top, free computer are issues debating during elections. All these qualities are related to Transactional Leadership not Transformational Leadership.

CONCLUSION AND SUGGESTIONS:-

Leadership is perhaps one of the most important aspects of management and politics. This is because leadership is a major factor which contributes immensely to the general well being of organization and nations. Nowadays in case of present political scenario of nationally and internationally the great nations like United State of America, Japan, China, France and India are the wings of effective leadership. But we cannot place them equal to the status of Transformational leadership. Definitely like other countries India is also facing a crisis for the rise of Transformational leadership. We can give some suggestions to meet the crises as follows:-

1. We should come back from nuclear or single parent system to joint family system.
2. Introduce Value based Education system.
3. Spiritualism should be included in the Syllabus at college and university level.
4. Character Building should be the main Aim of education.
5. Education should not be related to employability only. To make a better citizen should be the focus of our education system.
6. Support the leader who makes a link between thought, speech and action.
7. End of nexus between business, politics and religion.
8. Develop sensitivity in the society.
9. Reduce gap between public and politics.
10. Discourage the leader who gives freebees during elections.

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