

CHAPTER – 1

INTRODUCTION

Leaders are the driving force of any system. Leader is one of the most important pillars of management or administration. Leaders lead the system and the followers from the front. A leader can be a man or a woman. Irrespective of the gender a leader has got certain inherent qualities. With the help these qualities the leader leads his or team for achieving the objective or target. Leadership is related to the activity that conjures up different images in different people. To some, leadership may mean charisma and it may mean power and authority to others. According to Stogdill (1974), numbers of definitions of Leadership are so much as several people tried to define it. There are different areas in Leadership and each of which is so contributing over the aspect of leadership that each approach in respect of identifying the concept of Leadership, appears to be something new and contributing. However, whatever may be the approach, Leadership can be safely stated to be the process of influencing the activities of the group towards the achievement of some objectives and goals. However, leadership and management may seem to possess characteristics being 'synonymous' in nature. In the real-life aspect, these two are not similar. Leadership involves the activities of influencing people towards the achievement of desired goals and objectives of group and management involves the application or involvement of techniques like planning, organizing, staffing, coordinating, etc. which are called management process towards achievement of goals and objectives for which leader also influence the followers.

Managers manage things and leaders lead their people. Leadership may be considered to be an integral part of management, but leading is not managing. A manager has got his premises where he is a manager – there he is responsible and may exercise his power and authorities. But for a leader there are restrictions. A leader has no defined premise and also not privileged to enjoy designated power and authority. The leader works along with other leadership qualities with the quality of being a charismatic leader. More a leader is powerful with the quality of being equipped with charismatic power to be a charismatic leader more the leader

is strong in people management. Male leaders in different domains are there in the country but women leaders are very few in numbers in India. Among these leaders certain characteristics like consistency, continued commitment, charismatic ability, people management capabilities are rare. Remaining in public domain for more than four decades is also a very challenging thing for a woman leader in India. Charismatic ability must be there in that person to earn this quality to be a leader of the mass as well as of the class. There are many political leaders and social leaders including few women leaders who are popular among the general public. But many of them have not been able to retain their popularity for a sustained period of time. They have not been able to remain in public as a leader of the mass for a longer period of time. Mamata Banerjee is different from others. She is there among the public at the national level and also at the state level for more than four decades. Her popularity among the public be it in West Bengal or other parts of India is ever increasing. Mamata Banerjee is not only the chief minister of West Bengal, she is a very popular political leader of India. She has given a new dimension to women leadership in political fraternity in the country. She is dynamic, go-getter, a fighter. In spite of all difficulties and political oppositions she is striving for betterment of the public. It is a very rare thing to be seen in a developing country like India. Thus, Mamata Banerjee's charismatic people management ability needs to be studied. Like her few leaders are seen to possess such abilities towards people management and the number of women leaders to possess such charismatic power towards people management is very scarce and rare.

1.1 Study on abilities and effectiveness of Mass-Leader Mamata Banerjee in respect of charismatic people management qualities of women leaders.

As is stated in the study of management by different scholars and authors, leadership is a trait and different leaders in their different areas of exercising their leadership abilities use these

traits. Global Leaders both men and women are demonstrating leadership activities in different areas of operations like leadership in areas of corporate practices, academics, social and economic systems and developments, statesmanship, etc.. They all make significant contributions in their respective fields by exercising their leadership traits and abilities. Success documents of men in leadership practices in different areas of leadership in the global scenario as well as in India are large. However, women are not staying far off concerning leadership abilities in comparison to their male counterparts. Even in the scenario of Indian politics in present or immediate past days' name of the women leaders to come to the forefront in public administration or alike activities to be mentioned with are Sonia Gandhi, Sushma Swaraj, Mayabati, J. Jylalitha and in West Bengal the name comes very significantly being Mamata Banerjee. All the leaders except Mamata Banerjee of West Bengal have their specific features and characteristics or success story. Each of them had operated from one platform like either the national level or level spreading around the whole of India level – like Sonia Gandhi or Sushma Swaraj. Also, it may be mentioned that none of these two national leaders has the credit of uninterrupted success or uninterruptedly being in the position of responsibility or power. Also regarding the leaders like Mayabati (UP) or Jay Lalitha (Tamil Nadu) in respect of their sustenance to power, the same trend is seen to exist. On the other hand Mamata Banerjee is different from other women leaders in India. She has been a leader since her college life. And she also remained in public life since that time. Mamata Banerjee is the leader of the mass. Since her early college life she has represented the public, the common girls and boys, men and women of West Bengal as well as India. Hailing from a lower middle class family of Kolkata, she has acquired MA, BEd, LLB qualifications from Calcutta University. During her studies at college and university levels she immersed as a young, dynamic, vibrating student leader speaking for the mass. These things are making her different from other women leaders in India. Most of the women

leaders are having good economic background, coming from affluent families. In case of Mamata Banerjee the scenario is something different. She is in the corridor of responsibility and power or successful leadership since her early age as student leader etc. at some age being around late teen or early twenty and at the central platform at some age around late twenty only. She had been in a political battle as a candidate in parliament constituency with a long time recognized veteran and had come out with a very impressive victory. She had been in the central platform of power for several periods as well as in State scenario in an enviable position and reputation and popularity. Her charismatic leadership power and ability had enabled her to come to the power of leadership offered to her by the mass of West Bengal and she is empowered to be dominantly in existence in the position by the mass of people at large of West Bengal whom she leads with her charismatic leadership ability. In this regard it is to be mentioned that at present she is the only woman serving as Chief Minister of a state.



Figure 1: Charismatic, Achievement-Oriented Mass Leader Mamata Banerjee

It is observed that in this scenario of the scarcity of availability of leaders possessing charismatic people management quality, Mamata Banerjee is the leader to possess abundant people management capabilities by the ability of her charismatic people management qualities. In this research work, an analytical; study has been undertaken to identify the predictors of her charismatic people management abilities that have made her so much success as a leader.

1.2 Organization - Management - Leadership: An Inseparable Mix:

The organization is not a new concept; it is possibly older than human civilization. Instead, it may be assumed that it is as old as the human race. Through discoveries of archaeologists, it is seen that the massive temple dated back to 3500 BC was constructed by organized activities of a large number of people. The impressive monuments had been built through large activities of numerous people suggest that not only large organizations had been in existence, also along with these there had been the existence of performance and work of a large number of people for a common cause. Similar equal impressive examples of contemporary organizations may be illustrated and to name a few mentions may be done of Hanging Garden of Babylon, Taj Mahal in Agra, Bridge on river Thames, the complex network connection of computers is called "Internet".

All these exemplary works are the outcome of some organizations only? These are the output of the organized effort of a group of people who are called organization members. Accordingly, an **Organization** may be defined to be the organized effect of an individual or group of individuals who has some common goal and objective and work for the fulfillment of the common objective or goal. However, also Organization may be defined² (Edgar H. Schein) as, "the planned coordination of the activities of several people for the achievement of some common, explicit purpose or goal, through the division of labor and function, and a

hierarchy of authority and responsibility."Also in another way, an organization may be defined as a group of people working together to create a surplus. Surplus may be quantitatively measurable – like profit generation, etc. or it may also be non-measurable like the generation of satisfaction in rendering service by a charitable organization towards the services of destitute or persons in need. An organization uses the service of management to identify its goals and objectives and formulation and implementation of plans and policies towards this end.

Management may be defined to be the system or mechanism responsible for designing and maintaining an environment in which individuals work together in groups, efficiently accomplish selected aims. However, by this definition the term management is involved with bigger premises of involvement: Managers need to carry out activities of planning, organizing, coordinating, staffing, leading, and controlling. Management is essential for any type of organization including even social organization. It applies to managers being involved in each level of organization. The prime responsibility of the manager is to achieve organizational goals and objectives. Management is also concerned with effectiveness and efficiency. Occasionally, it happens that people think every manager in every organization possess some authoritative power, maybe it is coercive or anything other by dint of which the manager can manage the organization towards the achievement of organizational goal and objectives. However, this approach makes many other feels that the two terms manager and leader are same and every manager possesses the traits and qualities required to lead the members of an organization or the followers who are organizational members. But in the real sense, it is not so.

Warren Bennis and James O'Toole¹ defined **Leadership** “as an influence, that is, the art or process of influencing people so that they will strive willingly and enthusiastically towards

the achievement of group goals". Ideally, people should be encouraged to develop not only their desire to accept group goals but also, they should be encouraged that they accept it with zeal and confidence. Accordingly, it may be stated that three elements organization, management, and leadership are something inseparably linked up and the existence or success of one without the other is not very much common in practice.

1.2.1 Organization: Identity and expectation out of it

As defined in section 1.1 as above, an organization is to make human cooperation effective. For this purpose, it requires the identification of elements of the organization. The reason for such identification of elements of the organization is finding out the mechanism that the organizational leader uses to see that the organization is effectively in a position to attend the organizational goals and objectives.

Prime elements of the organization may be stated as below:

Co-ordination: It requires mentioning that it needs to be realized that an individual alone is not able to satisfy all needs and expectations related to the organization. They understand that singularly they lack strength, ability, time, endurance to fulfill the basic needs of the organization and they require doing these collectively. Accordingly, the basic idea of an organization is combining the efforts of its members towards the end of meeting the desired objective of the organization.

Common Goals: For coordination, there must be the existence of some goals which need to be achieved by the organization. For the achievement of these, the organization members are required to be together and make them work as a team. The other essential element to be in existence in an organization is the continuation of the idea of remaining coordinated through coordination of activities.

Division of Labour: Division of labour means in this case dividing labour into operations that are narrow in scope to increase efficiency with which each operation can be performed. The division of labour enables the enterprise to function more efficiently.

Integration: The fourth and final concept required to realize the need for coherence in organizational performances is closely related to the concept of integration. Once different people undertake different functions, some functions being integrating into nature require to be undertaken which ensures that there is coordination among all including different subgroups as developed during the process of division of labour through suitable guidance, limitations, and controls. It is the fundamental cause of the success of an organization that there must be some process that may be called to be a leadership process that suitably passes the organization through these steps and finally leading the organization so that it reaches towards its objectives and goal.

1.2.2 Outcome of the interface of management and its activities from the organization

Management is entrusted with the activities that require to be taken in an organization and out of these activities it is desired that organization will achieve the purpose for which the organization continues to exist. The basic aspect behind this process of activities and interactions is utilizing the input or incoming infrastructures and resources of an organization and suitably getting these incoming elements passed through value-added organizational [process and converted to the output of the organization. The output of an organization may be a product or service. These outputs are to be available to the desired or targeted groups of consumers. This is the total pattern of activities undertaken in the organization and by these processes the organization it's to achieve its targeted goal or objective. It requires analysis and critical study over the outcome of the interface of the management and its activities in the organization. There are broadly different aspects to be identified and taken for analysis.

These different entities require to be exploring and taking into consideration. The tangible elements that are the outcome of the interface between the management and organization that satisfy a product-related objective or goal is an outcome. It is not to be a short term outcome only. It is to be a long-run process.

To make the tangible outcome longstanding it requires the support of different other organizational elements – the elements mentioned earlier in this work. How these are streamlined is best depends upon the process of leadership as is available in the organization. The organizations are the most efficient output generating that, either in its course of actions or in another way can get the services of leaders who are best or optimally efficient in generating the best organization out of its available resources. Accordingly, it is the leader that is generated in the organization or become available in the organization in process of interface of organization with its activities or more specifically the outcome of the interface between the organization, its management, and process of activities, that shapes the organization to achieve its objectives and goals to its best possibilities. Once a leader becomes suitable to shape an organization or its causes, he or she can deliver effective and desired results for the organisation or the institution. The success of the system or the institution depends to a great extent on the abilities and capabilities of the leader. In case of public affairs and public administration the public says the last word. And leaders are the representatives of the public. It is the leader in the public domain who establishes a relationship between leadership and management. The leader also maintains the relationship for better public dealings and for producing desired results for the mass.

1.2.3 Leader – the catalyst in organizational management towards its existence and extent of outcome

A leader, as is defined earlier in this work, is someone who plays a pivotal role or key role in shaping the activities of an organization towards optimizing organizational achievement through the utilization of organizational resources. Each organization ensures its infrastructural resources and inputs towards the organizational performances. But once an analytical study is undertaken over the performance of the organization, it is observed that even with some standard level of input being almost identical, the output of different organizations is different. On analysis of this variability, it is occasionally observed that the reason turns out to be the execution of the functions of the organization. Sometimes in some management processes, the process of execution of activities is something different in nature including its human resources management system. As is mentioned above in the organizational management system the elements of the organization are entertained separately giving priority towards utilization and motivation of persons who are instrumental in organizational activity and process aspects. The effectiveness of a leader is a different entity and plays a very significant role in the process of utilization of organizational resources and infrastructure producing different outputs towards attainment in organizational goals and objectives.

A leader true in its leadership activities is a catalytic agent in respect of organizational performances. A true leader with its leadership abilities and qualities plays a catalytic role by enhancing creativity, determination, and motivation of the persons who are associated or involved in the process of organizational work. A true leader like Mamata Banerjee facilitates in process of exponential growth – the driving force for the existence of an organization or a system. Leader like her sets the system to have a better output on a continuous basis by proper utilization of the available resources. Along with these, the leader sees the cause of motivation and wellbeing of her associates so that they contribute more towards their organization or system. This thesis elaborates catalytic roles, played by the charismatic mass

leader Mamata Banerjee enhancing the cause of the existence of the organization or system, its suitability, its usefulness, its viability, and also the achievement rate as desired in terms of satisfaction of availability of objective and goals.

1.3 Service of humanity and social service, in general, is an organized activity

As defined earlier in this chapter, organizations are the coordinated effort of an individual or group of individuals which may be called to be an organization for satisfaction of individual or mutual goals and objectives of the individual organizer or the group of organizers. The activities undertaken in the organization may be of different features and characteristics and natures – some of the organizations undertake the activities of manufacturing some products. In such case input in the organization is the resources like manpower, raw material, and others like capital, machinery, technology, skill, etc. The desired product to be taken out as the output of the organization is produced and taken to consumers or customers in exchange for the revenue as is the desired policy of the organization or following the desired policy of the organization. Also, instead of producing some commodities or goods, the organization may take some services desired to be rendered to desire customers are taken for generating in the organization. These services may be the services produced or generated following the need of consumers / the health care services, academic services, etc. are some of the services undertaken by organizations for a generation.

Also, there are other types of products taken for production in an organization – Bharat Sevashram Sangh or Ram Krishna Mission or other voluntary service providing organizations or different NGOs take up different voluntary services for providing services to the people requiring such services or other different types of distress management services. Along with different types of services as mentioned herewith, there are other types of activities that are required to be undertaken in the form of some organizational structure. An organization,

being in the form of a structured organization containing a group of people looking for several services are also found to be in existence.

Occasionally it is found the existence of different trade unions or association of people with some ideologies etc., or different organized group of people existing in a society with some principles or opinions and desiring to work or devote for the cause of benefit and well beings of people at large of their society or country. Such organizations belong to none of the types like manufacturing organization or service organizations, nor do they belong to any philanthropic group or any other type identical or similar to those. Such organizations being exceptional to some extent and may be called to be organization entrusted or dedicated to cause of service of humanity under some structured framework like under the framework of some social system, economic system, political system, or state or country administrative system. The administrative system of state or anything alike including the administrative system of some local administration system like municipal organization etc. come under the framework of such an organizational system. The purpose of such an organization is leading and guiding people towards the attainment of definite and desired human service.

1.3.1 Social service as an organized activity requires an organizational structure and system for suitable incorporation

The social system is observed to exist through the structured framework in the society where the social system is formed to undertake and undergo its activities towards the endeavor of formulation and development of the necessary activities. Accordingly, it is observed social systems need the framework and support of the organizational system to exist and undergo its desired objectives and goal. In such systems, which are called human organizations the overall objective of the organization is service of members of the organization, maybe people at large in a locality or village or state or a country, etc. or in case of a selected group of the

organizational member, maybe a group of employees belonging in a particular trade union or any other alike. In such situations there require to exist an organizational system. This organizational system uses its organizational structure, In fact in the social system actually the overall objective of the social system, like corporate system, satisfying goals and objectives of the organization which is the society or concerned social system desires or should be or normally is expected to be – these objectives and goals are not actually are not predetermined or specifically documented or predefined.

These objectives and goals depend upon the people of the society or the concerned social system or the leader itself who run the organization or are responsible to give shape to the society or social system on the whole. There are several elements and aspects in such type of social organization. Though in the concerned social system there exist a structure which may be called to be a social structure or the structure of the social organization, it requires to be restructuring or retaining as desired and through such structure, the authorities or organizational leaders undertake the social service activities. There need fare and suitable incorporation of the social system in such type of organizations. It requires identifying the process of delegation of authority, execution and transmission of span and control and suitable exercising these authorities and also sharing the need and desires of the concerned members of the organization, the members of society in such case so that the optimum service may be arranged and rendered to the service recipients by the service providers. Suitability of the service is the main aspect of this type of organization.

Suitability needs to be perceived by the providers of the service who are organizational leaders. The suitability requires to be tested and judged by the people to whom the service is being provided. There is no predetermined structure or norm in this respect, it is the leader

who represents the organization to identify and justify what service is to be provided to the members of the concerned social system that will generate the best result.

1.3.3 The state and country administration as a mechanism of social service may be suitably organized through such organization structure

The administration system of a country or a state is the mechanism through which service is provided in the state or country. It requires to use of the administration system by the people or state or country leaders or authority to use this administration system to incorporate the state or country administration. As mentioned earlier, there is no predetermined process or procedure through which the administration system provided for restructuring of the best type of social system being provided may be justified. It needs the leader is responsible for giving shape to the organization, in this work the social organization providing service to people of the society to give a shape towards the mechanism of the organization. A country or a state is in its continuous process of ongoing track towards its path of development and this course the leader or the person being entrusted with the responsibility of organizational leadership or with the responsibility of leading the state or country towards the successful state –of-affair is to be successful in such activities.

The adaptation of leadership style to different contingencies has been well characterized by Robert Tannenbaum and Warren H. Schmidt³ (p. 320) developers of the leadership continuum concept. The continuum theory recognizes that the style of leadership depends on the leader, the followers, and the situation. To Tannebaum and Schmidt, the most important elements that may influence a manager's style can be seen along a continuum as, he forces operating in the manager's personality, including his or her value system, confidence to subordinates, inclination towards leadership style and feeling of security in uncertain situations. Hence the organization structure as is seen in such social organizations, namely a

state or country administration system is a platform, if suitably used by the organizational leader as with his perceptions as stated above may in a long way go for managing the service of social system suitably. Grouping activities following the functions of an enterprise - functional departments - embodies what enterprise typically does. Since all enterprises undertake the creation of something useful and desired by others, the basic enterprise functions are production (maybe whatsoever its nature – even production of the satisfaction of environment-related or existence related aspect in the organization).

1.4 State machinery and organization system as such become optimum achievement-oriented once it is run by its manager, the head of the system who is truly a mass accepted leader.

An organization is run or truly may be called to be managed by the authorities of the organization. Each of these authorities possesses his operating area which may be called to be a span of work or span of authority. Each such incumbent is responsible or better may be called to be is responsible for the performance of activities in his area and truly is the authority in exercising all activities necessary for the achievement of optimum output in the concerned area. From this present study, it is evident that all administrations and incorporations of performances for the execution of activities whether in the area of state administrative machinery or machinery belonging to a corporate sector, whatever the nature of that maybe, actually belong to organizational activities or management of organizational activities. A manager or in-charge or authority is someone who leads or heads the concerned area. He is to lead the concerned area towards its achievement. In such situations, the manager is a leader authorized or delegated with the responsibility towards the achievement of performance or output of his concerned area.

The leader is to take his means to bring the organization or the area under him to the coveted position as desired. Only personal skill or use of coercive power is not enough for the execution of suitable authority and the ability for a leader or in-charge or authority and on the contrary what is required and is expected by the organization or people at large in the organization or the people whom the leader leads are some sort of power which can motivate the system or people to get the organizational work done. As stated earlier in this section a manager is responsible for creating an environment that is responsible for designing and maintaining an environment in which individuals work together in groups, efficiently accomplish selected aims. However, following this definition the term management is involved with bigger premises of involvement: This premise is the overall premise which the manager is to consider as the territory of the stakeholders of management and the manager is entrusted with the responsibility of bringing the best out of it.

Accordingly, the leader, though is the entrusted by organization, yet is to be accepted by the people who follow the leader. A leader is to be a mass accepted leader. In the administration of social systems or socially structured organizations, like the administration of a country or state or any system being alike, primarily it is desired that the leader is to be a mass accepted leader. The leader requires to possess qualities and abilities so that one as a leader is truly able to represent the followers as a whole. The true leader is nothing but an individual where the identity and existence of the mass whom the leader leads is the identity and existence of the leader itself and vice-versa. Consequently, what the leader wants followers to execute that or manifests that and implements the mechanism of the system where the leader and the followers are involved like the organization or the state or the country to satisfy expectations or desires of leader and also leader follow the process to see that expectations of followers or the mass whom the leader leads are brought to fulfilment.

1.5 Leader with suitable charismatic quality can only be a true leader to achieve optimum organizational support.

A leader as is discussed in this research work needs to generate achievements in the organization. A leader is assigned with the task of leadership by the organization, even if it is an organization looking after and administering the management and administration of social systems like administering a state or region of a country. A leader cannot expect to earn the loyalty of the people whom the leader leads because of the authority he enjoys in his position or in the other way because of being placed in the position in the organization where the leader is placed. On the contrary, the leader is to develop several inherent qualities that only will provide him support and assistance of people for whom the incumbent is the leader in the organization. A true leader possesses different qualities and out of all these the charismatic quality possessed by the leader comes out to be a reason to generate success and earn the confidence of people of the organization. A leader accordingly requires developing traits that can help influence employees to take early and sustained action. Charisma is such a trait that once a leader possesses can motivate the followers accordingly. As stated by John W. Newstrom⁴ (p. 484 Aswathapa) Charismatic leaders are dynamic risk-takers who show their expertise and self-confidence, express high-performance expectations, and use symbols and language to inspire others. They can also be mentors who treat employees individually and guide them to take action.

What is the effect of charismatic leadership on the performance of followers and satisfaction requires to be identified? There is a positive correlation between charismatic leadership and high performance and satisfaction among followers. People working for charismatic leaders are motivated to work extra because they like their leaders and express greater satisfaction in working with them. Hence it requires that a leader should essentially possess qualities being

charismatic to see the leadership qualities are such exercised that people are associated and attached with the leader being fascinated by charismatic qualities of such leaders and move the organization towards high-level performance, progress, and achievement. Hence, a true leader develops all essential features and characteristics of charismatic leading abilities, and using such abilities the leader gets total support of the system with which the leader is entrusted.

1.6 Conclusion:

Primarily it is the leader that makes an organization successful towards its desired directions and heights. Our area of research in this work is an organization serving some social cause. The present study as understood from the study already undertaken, though is concerned with the organization being social administration and governance in nature is in no way from the perspective of management study is the same for study and analysis of organizations in general. As desired for organizations, the leader, once is observed to be charismatic, generates a high degree of support of mass who are the followers or with support of whom the leader is to achieve the success target or achievement target. The present study is concerned with the study of achievement and success evaluation and identification of a mass leader Mamata Banerjee. Contribution of other leaders as observed in the process of administering and governing West Bengal and India for betterment of the mass in comparison to Mamata Banerjee. This is an observation. This observation is the observation of different stakeholders of West Bengal and India once the state and the country are considered as organisations. This study is to explore the charismatic abilities of Mamata Banerjee, one of the leading women leaders of the SAARC (South Asian Association of Regional Cooperation) region. She has crossed the political boundary of the state and has entered in to the national political boundary at a very young age. In present time she is given importance

as a very important leader in different international programmes around South-East Asian regions.

This research work undertakes the justification of the extent and enormousness of validity of such observation and also is an effort to explorer the role of charismatic quality of leader Mamata Banerjee behind such success. How far and to what extent Mamata Banerjee possesses charismatic qualities that a leader in such situation should possess and because of possession of this leadership trait to what extent she had achieved the trust faith and belief of people whom she nurtures as the leader towards her achievement rate and ability exercised in progress and prosperity of state to people of which she is the leader in the area of this research work. As stated above, Mamata Banerjee has been accepted as a mass leader by her charismatic qualities. This work is an effort towards this direction a research work to establish this assumption and belief and observation by using suitable research methodology. However, in the same premises of performances, several other lenders have come up and exercised their leadership activities and abilities. In this regard the ability and achievement of Mamata Banerjee is unique and beyond all prevailing success rates which may not be considered to create precedence. This research work is an effort to generate primary data from a large number of respondents from all across the country and correspondingly undergo a research study following suitable research methodology and statistical techniques to draw meaningful inferences.