

# SUMMARY

The present research work is a comprehensive study on evaluating abilities and effectiveness of Mass-Leader Mamata Banerjee vis-à-vis charismatic people management qualities of women leaders. Social service as an organized activity requires an organizational structure and system for suitable incorporation wherein the role a leader becomes all the more important. Furthermore, a leader with suitable charismatic quality can only be an effective leader to achieve optimum organizational support and garner socio-political change. The entire research work has been presented in 10 chapters comprising theoretical and empirical aspects associated with the present study.

There is a plethora of literature highlighting the different facets of charismatic leadership. These works in different areas of leadership highlight the functions and behaviors related to leadership characteristics. Taylor (1947) in his seminal work entitled *The Principles of Management* examined some characteristics of leadership and leadership style. Blake and Mouton (1964) highlighted the widely known styles of leadership namely the managerial grid. The grid is based on two underlying dimensions labelled as concern for Production and Concern for people. Experts like Prasad (1927); Iyengar (1941); Mookerjee (1947); Ghosh (1957); Saletore (1955); Stogdil (1974) have effectively highlighted different facets of leadership. These works provide a comprehensive representation of need, origin, evolution, and development of the concept of leadership and leadership practices. Furthermore, Warren Bennis (1989) has outlined a schematic framework of different leadership styles and traits. The works highlight how some of the leaders following different traits of leadership have been observed to be successful and achieve the trust, confidence, and loyalty of the people whom they lead. However, these works do not indicate much about the trend and

success of leaders of present-day situation since there has been much change in the scenario of political leadership practicing and characteristics and criterion of followers. More recently, Gupta (2012); Jairazbhoy (2014) and others have examined some aspects of contemporary leadership.

However, it has been observed that little work has been undertaken to explore the different dimensions and characteristics of charismatic leader particularly woman leader functioning in the political domain of India, which is the largest democracy in the World. The existing work is not much contributing in respects of charismatic woman leadership. Also, the present literature is not revealing concerning the important elements of the charisma of a political leader.

Three hypotheses are formulated against the three research objectives, namely, (i) Traits reflect that Mamata Banerjee is not a successful charismatic leader, (ii) Mamata Banerjee is not successful in developing her qualities for making high achievement for mass and (iii) People management quality of women leader Mamata Banerjee is not enough. We have tested the three hypotheses with the help of the statistical data analysis and subsequent descriptive analysis.

In the context of Charismatic Leader, Ms. Mamata Banerjee as a political, social leader is having all the qualities to be regarded as Charismatic Leader. She is having very strong power of communication. Mamata Banerjee can easily communicate with the masses and with the classes with passion. She is having high level of confidence with a positive body language of a matured leader. She is having humility in her approach and behaviour. She is having high level of compassion for her countrymen in general and her followers in particular. Mamata Banerjee is a self-made leader with self-improvement abilities. Moreover, she is continuously changing her leadership

abilities with the changing time. Along with the change, as a leader she is also changing to adopt the changed environment and changed situation. Every time Mamata Banerjee takes up an issue, she sends a strong message to the people and the stakeholders concerned. Every time there is a strong content in her message conveyed to the targeted audience. With her indomitable confidence she has been able to be a National Leader and has been able to be in the helm of affairs of Indian politics for more than four decades.

In the light of the above perspective, this research work is undertaken to explore the indicators of success of an achievement oriented successful charismatic leader and also in this respect identifying the people management qualities of the charismatic leader. This research work desires to undertake an extensive study over the success, achievement and people management qualities of a true charismatic leader. Correspondingly this research work is undertaken for exploring the leadership abilities and achievement adequacies of the mass leader Mamata Banerjee as obtained as feedback from the respondents of the study to examine and establish Mamata Banerjee as a leader is truly a successful charismatic leader and as a high achievement-oriented woman leader. It also sets forth to explore the people management quality of women leader Mamata Banerjee. Also, in this process following the following hypotheses have been formulated: Traits developed by a truly successful charismatic leader become cause for success of leader; Mamata Banerjee is successful in developing her qualities for making high achievement for mass for whom she is leader.

Mamata Banerjee is a political leader. Since her college life she is there in politics. During her studentship she was a leader of the students. After that she has become a leader of the youths of Bengal and subsequently, she has entered into national political

arena as a young, dynamic woman leader. As the leader of opposition in West Bengal she had run from pillar to the post and travelled almost all the parts of West Bengal. During this time of Singur and Nandigram incidents occurred, Mamata Banerjee had given the leadership against the forcible land acquisition movements. The movement became a world-famous movement and captured the attention of all sections of the society.

Apart from being a charismatic leader Mamata Banerjee is the leader of the mass with strong people management abilities. She is not only a political leader, she is also a social reformer. By dint of the charismatic characteristics being inherently owned by her and also by the strong perception of the needs and qualities required by a mass leader, she is taking the public administration to a different height. After becoming the 1<sup>st</sup> Woman Chief Minister of West Bengal Mamata Banerjee her Government has initiated a lot of developmental schemes for the people of West Bengal since May, 2011. As a result, the state is experiencing development and progress like never before. Her Government completes nine years and during this period several schemes, as below, has been initiated which transformed both rural and urban Bengal in the last nine years to the stage as it is today and this trend of positive change is something unique in nature having hardly any earlier precedence. Projects developed by her government like Kanyashree, SabujSathi, Khadyasathi, Shikshashree, Gatidhara, ShishuSathiPathasathi, SwasthyaSathi, Sabala, Anandadhara, Yuvashree, Samabyathi and Baitarani, Swabalamban, Khelashree, Safe Drive Save Life are innovative, development-oriented and all -inclusive in character. Under the able leadership of Ms Mamata Banerjee, the Chief Minister's Office of the Government of West Bengal has won an award for prompt disposal of matters, grievances and letters of the public and

other offices. The CMO of Government of West Bengal has given best service in the country. It is also a good achievement which motivates the stakeholders and the public at large.

Mamata Banerjee's unique leadership qualities are continuously acknowledged in the media as well. As per the India Today (July 16, 2018), her credential and consistency have led to her emergence and acceptance as a national leader and she has been aptly regarded as "THE CHALLENGER".

As part of a comprehensive study, the present research work has considered secondary data in order to study the mass leader Mamata Banerjee with her charismatic qualities has done miraculous performance towards very significant and distinct achievements in all the areas. It has been observed that the progress rate till the period she came to office has been studied and analysed and has been specifically identified the status and height where the state West Bengal had been taken by her predecessors. Also the rate of progress or trend of achievement and growth since she came to office in 2010-11 has been studied and also the height where Mamata Banerjee the mass leader with her charismatic abilities with the available meagre resources, not being anything in significantly higher quantity in comparison to the resources used in previous regime, the state west Bengal has been taken has been identified and measured. The outcomes are in each case, as has been identified in the present work is unique and exemplary in nature. In no case the outcome and performance rate is something adverse in nature. The period between 2011 to 2019 for which data has been collected and taken for study may be called to be a period of change, change in upward direction and change with exponential rate of growth being architecture and engineered by charismatic mass leader Mamata Banerjee.

In terms of the primary data, the dimensions of charismatic abilities of a mass leader which influence the behaviour of common are selectively chosen and considered for the present study. The probabilistic sampling plan includes simple random sampling technique across the state considering 350 sample size. Twelve dimensions of charismatic ability that influence and motivate the people to provide support to the leader towards achievement of desired goals and objective has been identified. These constructs are predictors of charismatic leadership and are considered to be dimensions of charismatic leadership and these dimensions are taken for study in this research work. Four statements (items) are considered for each dimension totalling 48 statements. The findings and conclusions of this study are made relying upon data analysis as well as descriptive analysis. We have taken five-point Likert Scale (1 (Rarely true) and 5 (very much true) to receive the perceptual response of each respondents. Summated method applied for four statement response to obtain dimensional score. The new scores for each dimension vary in between 4 to 20.

The reliability coefficient (here Cronbach alpha) is large enough in accordance with nature of measuring instrument, the variability and size of group and also the purpose for which the instrument is required to be used. The data as shown here is found to be adequately supporting the leadership characteristics of a mass leader. However, Relative importance of various dimensions of charismatic leadership in influencing leadership ability of mass leader is beyond the scope of the present research.

In this study, twelve predictors or factors of charismatic leadership has been selected as the dimensions of study. Each of the dimensions has been taken for inter dimension correlation coefficient test with each of the twelve dimensions. The significance level of such test as observed is relevant and this justify that the dimensions selected are

reliable and significant. It has been observed that the contribution of the predictors or dimensions of charismatic leadership upon the leading characteristics of concerned leader is fairly significant.

Out of different types of leadership abilities like Benevolent leader, Coercive leader, Expert leader, Task oriented leader etc. this research work undertakes the study of people management Charismatic abilities of Mamata Banerjee and the dimensions have been selected in these perspectives of leadership abilities.

In this research study the observations justify the validity of the predictors or dimensions selected and thereby the questions also. These have been evident by different measures of statistical testing. The higher rate of score obtained from feedbacks from respondents establish that the dimensions and the questions have been significantly acknowledged by the respondents regarding the suitability of these predictors for being applicable in case of leadership ability of charismatic leader Mamata Banerjee.

The dimensions or the predictors selected in the study are the indicators of the charismatic quality of a leader as it has been established in this research work. Hence from this study it is available that Mamata Banerjee is leader possessing significantly People Management qualities. The necessary and relevant characteristics that a leader is to possess are possessed in high order and high value by Mamata Banerjee which is truly evident from feedback of respondents and corresponding analytical study. The traits, as evidently is possessed by such a leader of high people management capacity that turn the leader to a Charismatic leader are adequately and significantly possessed by Mamata Banerjee which characterizes Mamata Banerjee as a leader to be Charismatic in nature of high value and order.



To summarise, our analysis ends with testing the three-hypothesis made in the beginning. We have rejected all the three hypotheses and conclude that (i) *Mamata Banerjee is truly a successful charismatic leader*; (ii) *Mamata Banerjee is successful in developing her qualities for making high achievement for mass*; and (iii) *Mamata Banerjee has a very high quality of mass management*. We have also noted the limitations of our study applicable for the present research.

The findings of the study statistically indicate that Mamata Banerjee is different from other women leaders of India. Most of the women leaders in India be it in the field of politics or in the fields of corporate, education, social service, art and literature are limited in their abilities. Very few of them in recent past have become the leader of the mass like Mamata Banerjee. Many of these women leaders are having ability, capability, quality and efficiency but in practical field they have not been able to demonstrate them as they have been demonstrated by Mamata Banerjee, the leader of the mass. Her people centric approach, management and administration are being highly appreciated by the people of country. As the Chief Minister of West Bengal, she has taken the administration nearer to the people by arranging ‘Administrative Meeting’s at different parts of West Bengal on regular basis. She has handled the present Covid-19 crisis very timely and efficiently. The research study, through effective contextualisation and primary data, has clearly substantiated why Ms Mamata Banerjee is one of top five political leaders of India and is at present, the number one women leader in the country.