LORD RAMA: GREATEST LEADER OF THE UNIVERSE

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Abstract

Introduction: The Ramayana, a Hindu epic, serves as a management manual for Indian companies, focusing on principles like justice and morality. It covers themes like conflicts, role conflicts, top management, case analysis, legal concerns, and organizational behaviour. The article explores managerial ideas from ancient Indian epic The Ramayana, which significantly influenced management and leadership characteristics. As firms are evaluated more on ideas and business practices than economic performance, traditional forms of leadership remain important.

Research Methodology: The Ramayana is a valuable resource for Indian business management, focusing on core values like righteousness and morality. It covers leadership qualities, leadership style, case analysis, legal issues, top management, conflicts, role conflicts, and organizational behaviour. This article examines the leadership qualities and skills of Lord Rama, considered the Greatest Leader of the Universe. The study uses qualitative or descriptive methodology, analysing secondary data from sources like research papers, books, journals, theses, and dissertations. The goal is to observe Rama's leadership qualities, enabling others to use these capabilities to become effective leaders in today's business landscape.

Findings: The Ramayana emphasizes on team building, communication, empowerment, determination, adaptability, trustworthiness, responsibility, patience, continuous learning, creativity, innovation, integrity, values, planner, association, situation handling, participative management, delegation, humbleness, resourcefulness, tolerance, curiosity, moral standards, talent management, reward and recognition, encouragement, ethical qualities, leading, approachability, unbiased, courage, and strategic planning in fostering organizational culture for effective leadership in today's business world.

Conclusion: The Ramayana, an Indian management manual, emphasizes principles like justice and morality. The article uses qualitative methodology to study Lord Rama's leadership qualities, focusing on team building, communication, adaptability, trustworthiness, creativity, innovation, integrity, values, beliefs, situation handling, participative management, and strategic planning.

Key Words: *The Ramayana, Lord Rama, Leadership Qualities, Leaders, Indian Management.*

INTRODUCTION

The final chapters of Yuddha Kanda and Uttara Kanda highlight Sri Rama's transformative leadership in Ayodhya, where the community benefited from abundant natural resources and had perfect moral character. Everyone looked up to Sri Rama as their lord and master, making Ayodhya appear to have transformed into Vaikunta, meaning "place without anxieties." The author hopes that Sri Rama's leadership skills will advise and motivate leaders in India and worldwide **(Maniapan, 2007)**. The prosperity of a nation is linked to the effectiveness and productivity of economic activities. Leadership and superior management practices are essential for organizational effectiveness. In India, works like the Mahabharata and Ramayana address various issues and provide solutions. The Harvard Law School and

Harvard Business School have used the case method for thousands of years. This study aims to analyse a portion of the Ramayana case for its ramifications, including legal concerns, succession issues, disputes, and manipulation by top-management **(Chendrayan and Seetharaman, 2011).**

The Ramayana, a Hindu epic, serves as a guide for Indian business management, emphasizing core values like righteousness and morality. The protagonist, Rama, sets high ethical standards in warfare, exemplified in successful businesses like Siemens and Tatas. Good leaders motivate teams, and mergers and alliances based on basic value systems lead to long-term benefits. Succession planning is crucial in well-managed companies, and Rama's humility in victory is evident. The Ramayana also emphasizes the importance of fairness in business management **(Bhatia, 2013).** The Ramayana is a powerful guide for modern leaders and managers striving for organizational excellence. It emphasizes the importance of protecting trade secrets, which are vital for organizations to maximize their investments. The Ramayana covers leadership qualities, leadership style, case analysis, legal issues, top management, conflicts, role conflicts, and organizational behaviour. Despite careful succession planning, complications can still arise, emphasizing the need for perseverance and resilience. Trade secrets are vital for a company's growth and success **(Agarwal and Srivastav, 2014).**

This article delves into the managerial principles derived from ancient Indian epics like the Mahabharata, Vidura Niti, and the Ramayana, which have significantly influenced management and leadership characteristics. The Mahabharata provides numerous management techniques, while Vidhra Niti explains the qualities of effective leaders. The article emphasizes teamwork, simplicity, purity, contentment, sincerity, self-control, patience, honesty, charity, steadfastness, humanity, and faith. It also highlights the importance of self-control and self-restraint for success. Managers should emulate Arjuna's commitment to continuous learning and ethical standards in the corporate world **(Reddy, 2016).** The world is experiencing significant change, with individuals driving transformation. Leaders face challenges in managing people and change, especially with technology's growing importance. Transformational leadership aims to guide organizations through change while maintaining core values. In the 21st century, transformational leaders will be essential for driving change, acting as change agents, and counselling subordinates. Bhagavad-Gita encourages self-awareness and spirit-cantered approach **(Satpathy and Muniapan, 2016).**

The Ramayana is a profound epic that emphasizes Dharma, the true nature of a person, the role of families in society, and the sacredness of society. It teaches harmony, diversity, truth, righteousness, purity, prosperity, fame, and beauty. The bond between Rama's brothers serves as a model for mankind to aspire to achieve in their own relationships. The Ramayana celebrates the diverse nature of King Dashratha's wives and his four brothers, emphasizing

justice, virtue, love, and sacrifice. Lord Rama's simplicity serves as an example of greatness for posterity **(Kumar and Gupta, 2017).** The Ramayana, an ancient Indian epic, emphasizes human values, harmony, and understanding divinity. It serves as an exemplification of social, moral, and spiritual values. However, man loses the lesson, leading to Ravana. The Ramayana reminds us of self-control, respect for authority, and unity. It serves as a model for relationships between brothers, with Lakshmana and Satrughna displaying devotion and sincerity. It also highlights the dangers of the six vices and Rama's victory over Ravana. The friendship between Queen Kaikeyi and Rama serves as an example of ethical behaviour. The Ramayana inspires major characters to live purposeful and worthy lives (Indu, 2018).

The article discusses the significance of ethical leadership in management, focusing on ancient Indian writings like the Vedas, Upanishads, Bhagavad-Gita, and Arthashastra. Despite advancements, ethical leadership remains low, and corporate frauds and bankruptcies persist. The article suggests that ancient Indian knowledge can improve contemporary management paradigms, highlighting the need for a comprehensive approach to management **(Jaswal, 2018).** Trade secrets are crucial for economic development and innovation promotion, allowing businesses to maximize returns on their invention investments. The Ramayana and Mahabharata, religious writings, offer valuable life lessons and ramifications for contemporary organizations. Indian epics like Pandavas and Lord Srirama demonstrate how these principles can combine modern methods, such as the Red, Blue, Green, and Black oceans, effectively **(Gupta and Singh, 2019).**

CEOs must adopt natural principles to build successful organizations, as corporations are judged more on their ideas and business conduct than their economic performance. Success in a corporation depends on humanistic values, honesty, open communication, dedication, trustworthiness, and the ability to do the right thing at the right time. Adopting these principles in personal and professional lives enhances the organization's care, competence, and commitment **(Kumar et al, 2019).** The Wayang Purwa story teaches five leadership principles such as berbudi bawa leksana, satriya pinndhita, sama beda dana dhendha, sarahita, samahita, and hastha brata. These principles remain relevant today, especially for leaders known for wisdom and fairness. Despite advancements in science and technology, traditional leadership based on local culture remains relevant, even during the Covid-19 pandemic **(Sutarjo, 2020).**

The research entitled, "Management Lessons from Lord Ganesha" emphasizes key management lessons for professionals, including visionary thinking, effective communication, sacrifice, loyalty, willpower, decision-making, humility, confidence, relationship building, competence, problem-solving, situation-handling, and fruitful outputs **(Kaushal et. al. 2022).** The Ramayana, an Indian epic poem, is a valuable resource for understanding and applying management strategies. It is considered the "Maryada

Purushotam" or "the ideal human being" in Indian culture, based on values and ethics. The Ramayana discusses the "Rama-Rajya," the ideal form of administration, and the fundamentals of the art of leadership. Leadership involves making critical decisions, often requiring moral fortitude and bravery, while management involves leading dispassionately yet for the cause. The Sundar Kanda is a classic account of strategic management **(Kumar, 2021).**

Indian leadership has evolved over centuries due to its diverse cultural background and historical tradition. The country's scriptures, epics, and religious works offer insights into leadership styles. This essay encourages current leaders to study and apply these theories, focusing on holistic growth, inclusive, resilient, and compassionate leadership, especially in the fast-paced corporate America world **(Mahapatra and Kalra, 2021).** The Valmiki Ramayana is a valuable resource for project management, emphasizing team motivation and effective delegation of responsibilities. It illustrates how Hanuman helps Lord Rama disguise as a human and a group of monkeys and bears find Goddess Sita. Jambavantha's encouragement was crucial for his self-belief growth. Managing project risks and establishing a close connection between Sugreeva and Lord Rama allowed the team to meet project expectations **(Raghavan et al, 2021).**

From the above discussion, the Ramayana, a Hindu epic, serves as a guide for Indian business management, emphasizing core values like righteousness and morality. It covers leadership qualities, leadership style, case analysis, legal issues, top management, conflicts, role conflicts, and organizational behaviour. The article delves into managerial principles derived from ancient Indian epics like the Mahabharata, Vidura Niti, and the Ramayana, which significantly influence management and leadership characteristics. The Mahabharata provides numerous management techniques, while Vidhra Niti explains the qualities of effective leaders. Managers should emulate Arjuna's commitment to continuous learning and ethical standards in the corporate world. The Ramayana also emphasizes Dharma, the true nature of a person, the role of families in society, and the sacredness of society. It teaches harmony, diversity, truth, righteousness, purity, prosperity, fame, and beauty. The individuals must adopt natural principles to build successful organizations, as corporations are judged more on their ideas and business conduct than their economic performance. Traditional leadership based on local culture remains relevant even during the Covid-19 pandemic.

RESEARCH GAP

From the above section of the research article, it has been found that The Ramayana, a Hindu epic, guides Indian business management by emphasizing core values like righteousness and morality. It covers leadership qualities, leadership style, case analysis, legal issues, top management, conflicts, role conflicts, and organizational behaviour. Various research papers, chapters and articles have been written on the management lessons and leadership lessons

from The Ramayana by the different authors, researchers and academicians but the focus of this article is on the leadership qualities and skills possessed by The Lord Rama. To become a good leader, one must follow the abilities possessed by them.

METHODOLOGY

The present article is qualitative or descriptive in nature and secondary data has been used for the purpose of analysis. To find out the outcomes of the present study, analytical method of research has been deployed.

STATEMENT OF THE PROBLEM

The current problem has been chosen to discover the leadership traits that Lord Rama has. This is done so that others would be able to use these capabilities or attributes to become an effective leader. Therefore, the problem is stated as, *"Lord Rama: The Greatest Leader of the Universe".*

OBJECTIVES OF THE STUDY

The basic objective of this article is to observe the leadership qualities possessed by Lord Rama.

SOURCE OF THE DATA

The secondary source of data was used to accomplish the goals of the present work. For data collection, several research papers, books, journals, research theses, and dissertations have been read, examined, and analysed. This has led to the discovery of diverse outcomes. The material that was required for this article was also obtained from the television shows and films that were based on the holy book Ramayana and were produced by a variety of production firms.

Interpretation and Discussion

The present section of the research article includes the interpretation and discussion of the secondary data collected to bring out the findings of the study. The Ramayana, an ancient Indian epic book, tells the story of Rama, a hero. It contains valuable lessons for leadership and organizational growth individuals should learn from the Ramayana to establish and grow their own businesses include:

- **Visionary:** Rama's clear vision of rescuing Sita allowed him to focus on the task without losing focus, demonstrating the importance of having a clear vision for one is firm and effectively communicating it to the workforce.

- **Risk Taking and Initiator:** A person should set a positive example and be willing to take risks, when necessary, as demonstrated by Rama, who bravely put himself and his men in danger and led his army from the front.

- **Team Building:** Rama was supported by a dedicated group of skilled disciples who aided him throughout his journey. Building a strong team requires recruiting qualified individuals and enabling them to reach their full potential.

- **Communication:** Rama effectively communicated with his team, keeping them informed about his plans and progress. This honesty and frequent communication helped build trust and resolve any misunderstandings, demonstrating the importance of effective teamwork in any professional setting.

- **Empowerment:** Rama's followers developed independence through entrusting them with significant responsibilities and relying on them to fulfil their commitments. A leader should empower their team members to make decisions by delegating tasks and entrusting them with responsibilities, allowing them to take ownership of their work.

- **Determination:** Rama remained determined despite facing numerous obstacles and sidetracks, demonstrating the importance of staying focused on one's goals and avoiding distractions to achieve their objectives, emphasizing the importance of overcoming obstacles.

- **Adaptable:** Rama's adaptability and innovative problem-solving skills are crucial for effective leadership and problem-solving. He is adept at making others listen to him, demonstrating the importance of these skills in a manager's role.

- **Trustworthiness:** Rama gained the trust of his employees by being consistent, transparent, and trustworthy. Building trust within a team requires demonstrating dependability and living up to promises made, as demonstrated by Rama's consistent honesty and transparency.

- **Sympathy:** Rama's teachings were contradicted by his followers, but he remained compassionate and sympathetic, demonstrating that a compassionate leader respects and cares for their team members, despite their actions that contradicted his teachings.

- **Responsibility:** Rama acknowledged his mistakes and took responsibility for his actions, demonstrating the importance of accepting responsibility for one's actions and choices, acknowledging when they are in the wrong, and living with the consequences of their actions.

- **Patience:** Rama remained composed despite facing challenges, demonstrating the importance of patience and relentlessness in achieving organizational goals, even when progress is slow and progress is minimal.

- **Continuous Learning:** Rama's mistakes shaped his personal growth, highlighting the importance of reflection and learning from failures. A good leader should also view their past mistakes as opportunities for personal development and refinement, ensuring they take the time to learn from their mistakes.

- **Innovation and Creativity:** Rama encouraged his disciples to think creatively and find innovative solutions to difficult issues, promoting an inventive culture within an organization. This culture should be nurtured by an individual who encourages the generation of new ideas and experimentation, fostering a culture of innovation and creativity.

- **Integrity:** Rama was renowned for his dependability and unwavering dedication to preserving ethical ideals, a trait expected of leaders in a leadership role, as they set a good example for their group members and acted with integrity.

- **Values and Beliefs:** Rama remained faithful to his beliefs, even when it required painful decisions, demonstrating the importance of staying true to one's beliefs and using these values as a guide in making leadership decisions.

- **Planner:** A smart leader is one who understands their goals and has a clear strategy to achieve them. Lord Rama successfully planned and implemented his plan to retrieve Sita from Demon King Ravana's care. Successful leaders possess two essential abilities such as understanding context and formulating future strategies. A clear plan and direction lead to victory in battles.

- **Association:** Lord Rama's plan to save his wife, Sita, from demons took longer if he pursued it alone. He formed alliances with King Sugriva, who helped him regain control of the land from Bali. Sugriva gifted Rama his army to aid him in his conflict with Ravana. A sharp leader understands the importance of alliances and develops relationships to achieve goals.

- **Situation Handling:** Hanuman saved Lord Rama and his brother Laxman from the demon Ahiravan after being held captive. He was tasked with managing crucial phone conversations, allowing him to make risky decisions. A good leader trains employees to handle challenging situations independently, demonstrating confidence in their abilities. However, a leader cannot be responsible for everything in the workplace, and sometimes workers must manage issues on their own.

- **Participative Management:** Ravana's brother Vibhishana realizes he is fighting on the wrong side of the struggle and wishes to swap sides. Lord Rama summons a special council of elders and questions their ideas, making them feel respected. After this, he agrees to let Vibhishana stay with him. It is important for a capable leader to provide

employees with the opportunity to share their thoughts and ensure they feel valued while at work.

- **Delegation:** Lord Rama, with his extensive knowledge, was able to identify the most suitable individuals for each task, such as constructing a bridge for Lanka or sending Angada as a messenger. He understood the importance of distributing tasks based on individual strengths and abilities. He also knew how to ask the Vanar Sena for the task. A strong leader recognizes the importance of selecting the right people for specific tasks and delegating them accordingly.

- **Humbleness:** Lord Rama demonstrated kindness and humbleness by accepting Vibhishana, the brother of his adversary Ravana, and anointing him as the new king of Lanka after a fight. This story highlights the importance of maintaining a modest attitude and avoiding egoism and arrogance in leadership, as they are detrimental to the success of a leader.

- **Resourcefulness:** Lord Rama, a royal prince, was exiled due to his sins and forced to adapt to a new lifestyle. Living in a shack and sacrificing the palace's amenities, he assembled an army and defeated the Lankans. This demonstrates the importance of compliance and resourcefulness in leadership, as Lord Rama used his limited resources to rescue his wife, Sita, showcasing the resilience and resourcefulness of a leader.

- **Tolerance:** A good leader, like Rama, is characterized by tolerance and a willingness to consider the consequences of their actions. He was cautious and cautious when dealing with adversity, as demonstrated by his actions after fleeing the kingdom and relocating with his wife and brother to a forest.

- **Curiosity:** Hanuman's innate curiosity has been a constant trait throughout his life, leading him to seek information near the sun. For a leader to be successful, they must have an insatiable interest in undiscovered territory and possibilities. Curiosity is the first step in being creative, and it is also the first step in becoming inventive. Therefore, curiosity is the key to success in leadership.

- **Moral Standards:** Ravana, a valiant warrior, defeated Bali, a powerful yet wicked man. Rama, a miserable individual, chose to live with Sugreev to escape Bali's influence. This decision underscores the importance of maintaining high moral standards, as a leader's actions and behaviour shape people's perception of them. Rama's life with Sugreev demonstrates this.

- **Talent Management:** Rama's men were sent to find his wife Sita, but he did not provide them with any information about the assignment or Sita. Hanuman, a stealthy man, found himself in Ashok Vatika in Lanka, where he spoke with Sita, tested the adversaries' might, and confronted Ravana and his gang with Rama's army. These

events in Lanka emphasize the importance of cultivating trust and leadership among teams, and how leaders can achieve this by providing the right opportunity at the right time.

- **Reward and Recognition:** Rama observed monkey soldiers irritating a small squirrel while constructing Ram Setu, or Adam's Bridge. Despite her limited capacity, the squirrel carried a 100-gram stone on her back. Rama showed respect for her, stating she made a greater contribution than the large armies. A true leader embodies humility and recognizes employees' contributions.

- **Encouragement:** Rama defeated Ravana and sent Laxman to acquire from his life teachings. The location where Ravana imparted these teachings is crucial for understanding. Accumulating knowledge through practice is essential, but learning from experiences is also crucial. Creative leaders encourage their teams to expand their skills and create an environment for further development and progress.

- **Ethical Qualities:** Lord Rama's story highlights the significance of ethical qualities like honesty and integrity, as he accepted his stepmother Kaikeyi's request for exile without resistance, underscoring the need for leaders to defend moral standards and gain trust.

- **Leading:** Lord Rama, a leader who lived in the woods, never ordered tasks he was not fully prepared for. He lived in a way that aligned with his past habits, sleeping on the floor, and subsisting off the land. This lifestyle increased the chances of team members respecting the leader and acting in a similar manner to their past actions, demonstrating his ability to lead.

- **Approachability:** Lord Rama was a skilled communicator who attentively listened to his subjects, providing them with focus. He was known for his generosity and open communication, making it easy for his employees to connect. He believed in providing clear information to build trust, creating a pleasant work environment.

- **Unbiased:** Lord Rama treated everyone with respect and decency, regardless of their social rank or background, despite his power. He met Shabari, a tribal woman who had been waiting for him for a long time, demonstrating his ability to treat everyone with dignity and respect.

- **Courage:** Leadership requires high moral standards and integrity, showing respect for responsibility and courage. Lord Ram demonstrated these qualities by successfully stringing the Lord Shiva Bow at the Sita Syambar ceremony, thanks to Maharshi Vishwamitra's guidance. His physical fortitude and character were significant. During a struggle with Ravan, Ravan was left defenceless and alone. Shri Ram advised him that

the conflict could restart after he regained his equipment, demonstrating the importance of maintaining moral standards and integrity in leadership.

- **Strategic Planner:** A leader's goal should be to strike a balance between meeting requirements and expectations, while utilizing available resources. They choose goals, devise methods to achieve them, organize necessary resources, and manage the process in a proper order. Without preparation, leaders risk failure. It is crucial for leaders to plan activities in detail at every step, as illustrated by Lord Ram's story. Without strategic planning, leaders risk trouble and may fail. Therefore, leaders must be prepared to handle any situation and ensure the process is executed effectively.

Thus, it has been concluded that The Ramayana, an ancient Indian epic, tells the story of Rama, a hero who teaches valuable lessons for leadership and organizational development. The book emphasizes the importance of having a clear vision, taking risks, teamwork, determination, adaptability, reliability, empathy, responsibility, patience, and ongoing education for future development. Rama's strong vision of rescuing Sita demonstrates the importance of focusing on one's mission without distractions. Teamwork is crucial for followers to develop independence and fulfil promises. Determination is essential for maintaining resolve amidst challenges. Adaptability is vital for finding creative solutions. Reliability earns employees' confidence by acting consistently and openly. Sympathy is essential for maintaining compassion and sympathy for followers. Patience is crucial for overcoming obstacles. Ongoing education is essential for Rama's future development. Creativity and innovation promote an imaginative culture, while integrity is recognized for his dedication to ethical values.

FINDINGS OF THE STUDY

The skills, qualities and abilities needed to be a good leader observed from The Ramayana are presented in the following table:

S. No.	Findings	S. No.	Findings
1	Visionary	18	Situation Handling
2	Risk Taking and Initiator	19	Participative Management
3	Team Building	20	Delegation
4	Communication	21	Humbleness
5	Empowerment	22	Resourcefulness
6	Determination	23	Tolerance
7	Adaptable	24	Curiosity
8	Trustworthiness	25	Moral Standards
9	Sympathy	26	Talent Management
10	Responsibility	27	Reward and Recognition
11	Patience	28	Encouragement
12	Continuous Learning	29	Ethical Qualities

13	Innovation and Creativity	30	Leading
14	Integrity	31	Approachability
15	Values and Beliefs	32	Unbiased
16	Planner	33	Courage
17	Association	34	Strategic Planner

SUMMARY

The Ramayana is often considered a management manual for Indian companies due to its emphasis on principles like justice and morality. It covers themes such as conflicts, role conflicts, top management, case analysis, legal concerns, and organizational behaviour. The article explores managerial ideas from ancient Indian epics like the Mahabharata, Vidura Niti, and the Ramayana, which significantly influenced management and leadership characteristics. The Mahabharata is particularly rich in strategies for good administration, with Arjuna's dedication to education and ethical standards being an example for other managers. The Ramayana also emphasizes Dharma, the genuine character of an individual, the role of families in society, and the sanctity of social life. It offers lessons on harmony, variety, truth, righteousness, purity, wealth, renown, and beauty. As firms are evaluated more on their ideas and business practices than their actual economic performance, traditional forms of leadership rooted in local culture continue to be important.

The Ramayana is a guide for Indian business management, emphasizing core values like righteousness and morality. It covers leadership qualities, leadership style, case analysis, legal issues, top management, conflicts, role conflicts, and organizational behaviour. This article focuses on the leadership qualities and skills possessed by Lord Rama, who is considered the Greatest Leader of the Universe. The study uses qualitative or descriptive methodology, analysing secondary data from various sources such as research papers, books, journals, theses, and dissertations. The material for this article was also obtained from television shows and films based on the holy book Ramayana and produced by various production firms. The objective of this study is to observe the leadership qualities possessed by Lord Rama, allowing others to use these capabilities to become effective leaders. The study's findings are valuable for those seeking to become effective leaders in today's business world.

The Ramayana, an ancient Indian epic, tells the story of Rama, a hero who teaches leadership and organizational development. It emphasizes the importance of clear vision, risk-taking, teamwork, determination, adaptability, reliability, empathy, responsibility, patience, and ongoing education for future growth. Rama's vision of rescuing Sita demonstrates the importance of focusing on one's mission without distractions. Determination, adaptability, reliability, empathy, patience, and ongoing education are crucial for Rama's future development. The epic also highlights the importance of creativity, innovation, and integrity in fostering an imaginative culture.

CONCLUSION

The Ramayana serves as a management manual for Indian companies, focusing on principles like justice and morality. The Ramayana also emphasizes Dharma, the genuine character of an individual, the role of families in society, and the sanctity of social life. The article focuses on the leadership qualities and skills possessed by Lord Rama, the Greatest Leader of the Universe, using qualitative or descriptive methodology. The Ramayana emphasizes team building, communication, empowerment, determination, adaptable, trustworthiness, sympathy, responsibility, patience, continuous learning, creativity, innovation, and integrity, values and beliefs, planner, association, situation handling, participative management, delegation, humbleness, resourcefulness, tolerance, curiosity, moral standards, talent management, reward and recognition, encouragement, ethical qualities, leading, approachability, unbiased, courage and strategic planner in fostering the organizational culture, making the findings valuable for those seeking to become effective leaders in today's business world.

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