

## CHAPTER III

### RESEARCH DESIGN AND METHODOLOGY

#### **3.1 Introduction**

The present day leadership has to cope up with changing sociopolitical, technological and economical factors which have their effect on the psyche of leaders and the followers. The wheel of change will only move forward. The present or the future leadership can progress and cope up with changes provided its roots are deep and firm. The strength of a building depends on its foundation. Unlike the olden times where the leaders were rulers or the people specially appointed with vast authority and powers, the leader and followers presently are from the same ethnic stock, with same social and cultural similarities, economic compulsions and political leanings. The task of the present day leader is indeed onerous comparatively. A leader has to cope up with changes, keeping the basic fabric of men in his mind. Values, cultures and traditions are formed over centuries and can not be changed along with the development taking place in a particular society.

A leader is responsible to enable and make his organization , people and self to discharge their roles well. Concerned people tend to discharge their roles well, if that helps them to grow and take care of their well being. The values of a leader should, therefore, be such that they help to motivate and enable his organization, people and self to progress and perform their roles optimally.

The usefulness of a value for effective leadership needs to be checked based on the following criteria:-

- It should enable the organization to perform it's roles better and progress optimally.
- Its adherence should enable the leader to motivate his people to discharge their roles better and progress optimally.

- Its adherence should help the leader to perform his roles better and optimize his growth.

The endeavour is to study and identify those constituents which have been time tested in dealing with human beings. Technology alone can not win a war nor can it ensure success and well being of an organization. Times ahead will be more challenging and stressful for leaders. Various facets of future environment will raise complex issues of skill accomplishment for leaders.

This study intends to identify such aspects from the scriptures, Vedic teachings and the teachings of ancient leadership, which dealt with human minds successfully as also to study their relevance, impact and applicability with modern day leadership. The research has examined the leaders of lower, middle and senior order i.e. controlling, functional and activity level and not dealt with higher leadership at directional level in too much of detail.

In the chapter on review of literature, the scope included books pertaining to aspects dealing with leadership, seminar papers, report on workshops on leadership and papers on value based leadership available on internet. Questionnaire was formed for security forces aimed at controlling, functional and activity level leadership. The response to these was the most vital ingredient to arrive at a model of spiritual training suitable for developing leaders for the future.

**The Study.** The objective of the research is to study the impact of spiritual training on leadership and to arrive at a leadership model duly incorporating the values from our spiritual texts to develop leadership capable of providing effective leadership in increasingly stressful and highly competitive environment dealing with complex situations faced by our security forces.

**Scope.** The research intended to study the subject by analyzing and evaluating the following aspects:-

- Leadership theories and concepts.

- Traditional Leadership aspects.
- Effects of changing times on leadership.
- Leadership and spirituality in the modern era.
- A Spiritual Leadership model for training of leaders for providing effective leadership.

### **Design.**

- Exploratory study.
- Survey research technique.
- Sample survey.
- Secondary sources, visits to other institutions, attending workshops and seminars, discussion with military leaders at various levels.

### **Sampling Plan.**

- **Unit**. Commissioned officers of armed forces and Para military forces.
- **Universe**. Defence Officers from the three services and Para military forces officers posted in Delhi and attending courses at Army War College, Mhow with a service group of five to thirty years of service.
- **Size**. 346 commissioned officers from defence forces and paramilitary forces responded to the research process.
- **Sampling Technique**. Random.

### **Tools**

- **Data collection**. Structured Questionnaires for security forces.
- **Data Analysis**. Suitable Statistical tools, analysis and presentations.

### 3.2 Development of Questionnaire

The draft questionnaire was formulated by the researcher based on his own experience and perceptions and discussion with a number of leaders from defence forces.

**The Questionnaire** was administered to officers posted in Delhi and officers from defence forces coming for courses to the Army War College in Mhow and those posted in instructional appointments. The questionnaire was administered to 425 officers out of whom 346 officers responded. The officers form a good cross section as they come from various units/formations of the defence forces and Para military organizations spread over the length and width of the country. The service group was from five to thirty years and officers were from activity level leadership to controlling level leadership.

The questionnaires consisted of questions which required answers in the form of yes / no, yes / no / can't say, relevant / not relevant / can't say. The questionnaires were designed in this manner to facilitate early response. Space was left after each question and multiple choices to allow the respondents to give additional choices and views. The questions were designed to establish the following:-

- Problems of leadership being faced in the security forces
- The strengths of Indian civilization which helped it to with-stand the invasions and mutations vis-a-vis other better developed civilizations which disintegrated/ vanished under similar circumstances.
- The relevance of Vedic ethos of leadership in present era.
- Impact of spirituality and capacity to manage ones own desire and thoughts on effective leadership.
- The relevance of leadership qualities as per traditional Indian vision in the present context.

- The traditional Indian values which brought about gross happiness to the followers / society.
- The negative aspects which have crept in the leadership styles over the years.
- Impact of changing socio economic environment on challenges for effective leadership.
- The measures that are likely to help in improving the situation.
- Establishing inter-se importance of leadership attributes.
- Requirement of remodeling the present day leadership model.
- Aptness of a leadership model with essential spiritual values with modern tools.
- Analysis of strengths and weaknesses of Indian culture.
- Analysis of Strengths and weaknesses of western culture.
- Obtaining views on a balanced model of leadership by drawing upon strength of both Indian and Western culture.
- Views on adoption of the balanced model of leadership.
- Views on including the balanced model as basis of training for leadership at various levels.

A certain amount of redundancy was built in the questionnaires to obtain varying views of the respondents. Questionnaires had a mix of questions from rank ordering to single word / choice response, short answers and additional views etc to evince an analytical response.

The findings and the results based on total responses from all the respondents irrespective of their rank / service / level of management / area of work or unit / organization are discussed in the next chapter along with brief comments which will lead to recommendations on the subject.