

The rising concept of leadership in Public Sector units – A conceptual analysis

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Abstract

Concept of leadership exists in every sphere of our living starting from the leader of a family to the leader of an organization. A leader in an organization is interpreted as someone who sets the direction in an effort & influences people to follow them. Under human resources management leadership is a very dynamic concept which involves directing the activities of a group towards a shared goal. Organizational leadership is dual focused management approach which focuses on which is best for the individuals & what is best for the group as a whole simultaneously. It provides a sense of cohesiveness, personal development and higher level of satisfaction among those who are conducting the work. And it provides a proper sense of direction and vision, an alignment with the environment, a healthy mechanism for innovation and creativity. There are many important studies on leadership in the public administration discipline, as public sector is also playing a very crucial role in today's economy. There is a difficulty when considering leadership of public professionals that is most theories are not developed within this context but are usually developed for the business settings and are applied to public segment. This article helps to fill that gap by analyzing the role of public sector leaders, who play an important role for their employees. It has a positive influence on employee job outcomes. This paper will show that leadership strongly influences work meaningfulness which relates to job outcomes. The impact and extent of leadership and work meaningfulness are higher in public sector. The present study will help us to know about the importance of leadership in public sector and its impact on employees.

Keywords: Human resources, leadership, management, organizational concept, public sector professionals.

Introduction

Leadership is one of the important concepts of management. John Kotler of Harvard Business School argues that leadership & management are often confused and management is about coping with the complexity whereas leadership is about coping with contrast. The concept of leadership is not restricted within the organizations only but at the same time it exists in various areas of operations. Leadership is the ability to influence people, guide, and instruct them towards the achievement of a goal or a vision. The source of influence may be formal i.e. a leader of the managerial rank or grade. It can be also informal like anyone

from within a group. In the organizational context the leadership qualities are necessary for a manager in order to get work done by others collectively. Leadership is required in every field.

Example: In case of schools, colleges - the principal acts as a leader.

George Washington, Abraham Lincoln, B R Ambedkar, Mahatma Gandhi - are all well known political leaders.

Henry Ford, JRD Tata, Ajem Premji, Narayan Murthy, Dhiriubai Ambani - are all well known business leaders.

Leadership spread its interest in various fields like psychology, sociology, political science, management etc. So, we can define leadership as an act of influencing others for achieving a desired goal.

Effectives of leadership:

Leadership plays a central part in understanding the group behavior as it is the leader who directs towards the fulfillment of goals.

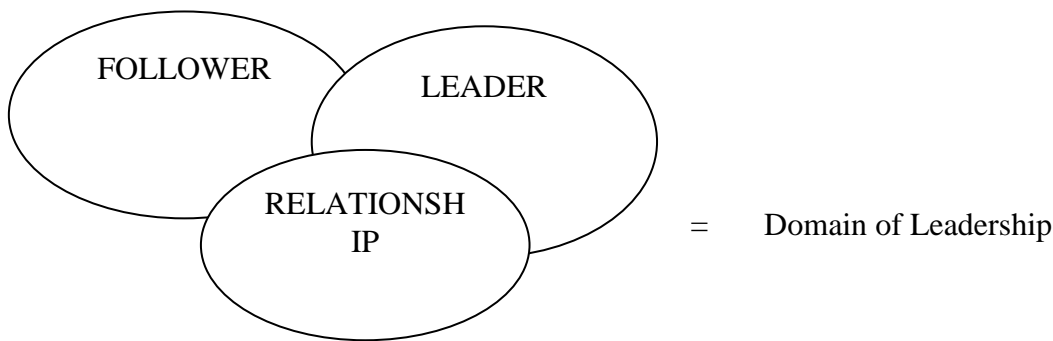
Managers who fill the effective positions must have the strong leadership skills which help them to guide, motivate the employees for the accomplishment of goals.

An effective leader must have high internal locus of control to get success in his profession. It is the effectiveness of a leader in an organization which not only helps him but also helps the organizations to climb the ladder of success efficiently and effectively.

A leader needs to be optimistic enough to create his followers. The leader must have the capability to see solutions from every difficult situation. A leader must possess tolerance to the uncertainty & risk. He needs to be tolerable to face the difficult situations. They must have control on their emotions. A successful leader in every organizations demands emotional intelligence.

Without effective leadership organizations moves on a very slow pace towards a stagnant base. Its just like a boat sailing without a sailor. Leadership effectiveness not only helps the organizations to achieve the goals but also motivates its employees to work in a united manner. A leader will be only declared as a leader when he / she is having the followers, who is actually following him. Leadership can be true or sometimes it can be only a mere pretension i.e. a true leader is the person who actually leads, shape the way we live, work & play. Effective leadership transforms the potential into reality.

In case of false leadership, people don't lead just pretend i.e. in a sports parade walking in front of the entire group is not declared as a leader because in actual case he is not showing any path or direction on his own, he is just pretending it.



Skills required to be an effective leader:

Every person is unique in their own nature. But to be an effective leader they need to possess certain skills-

- **Listening:** In order to be an effective communicator it is required for a leader to be a good listener first. In order to motivate the employees it is necessary to understand the various needs and wants of them.
- **Enthusiasm:** Employees need to be motivated all the time. Leader's personal energy & positive attitude gets carried on to its employees. So it is the leader's energy which makes the employees enthusiastic.
- **Anticipating:** Majority of organization fails because of wrong anticipation of threats & opportunity from within and outside the world. A strategic leader is the person who understands the perspective of the situations & can anticipate the future well in advance. Leaders need to be aware of the issues that are non-verbal they must have a sense that denotes that whether the employees are happy, sad, frustrated, tired etc.
- **Interpretation:** A leader must have the capability to interpret the ideas & formulate the various new strategies. The leader must possess the skill of recognizing the patterns & deriving new insights based on various inputs.
- **Decision making ability:** A leader must have the ability to make own decisions which need to be a proactive approach. It is the leader who makes a quick decision in order to solve any problem. A leader needs to be self-confident in order to be a decision maker. Decision making ability involves critical thinking & analytical ability.
- **Consistency:** Followers want their leaders to be consistent in their activities. A consistent behavior actually not only attracts the employees but also creates beliefs and trust on the leader which helps in earning the loyalty.

This article is framed as follows. The first part introduces the concept of this article, the second part reviews the literature available, and the third part describes the methodology followed by a case study of ONGC & COAL INDIA LTD., the fourth part analyses the result and concludes the article.

Literature Review

Leadership is an universal phenomenon which helps its existence over the years. According to Stogdill (1974), “there are almost as many definitions of leadership as there are persons who have attempted to define the concept.” Basically the concept of leadership is vast and it doesn't have any particular parameters as every individual are different so there leadership styles are also different.

Northouse (2001), identified the concept of leadership on four central components –

- Leadership as a process
- Leadership involves influences
- It occurs within a group context
- It involves goal attainment

The concept of leadership is not confined to only a particular sector whereas it exist in various sectors of the business world. The concept of leadership in public sector is not new or unique as it exist from a quite long year back but spectacularly changed a lot.

Goldberg, C., Zhang, L. & Riordan, C.M. (2008), used a sample of middle and upper level managers, and identified the effects of employee—supervisor demographic similarity on employees' perceptions of their supervisor's leadership ability. The authors also identified the moderating effects of individuals' needs for self-continuity and the status of the demographic groups on these relationships and a very little evidence was found on the direct similarity effects. However, it is often found that the leaders with high demographic profile have a positive relationship between the self continuity and the perception of its employees.

The study by V.S.R. Vijaya Kumar (2007), investigated the forces within the organizational context that help to shape favorable climate perceptions among its employees. It was suggested by him that the management style and employees' work related beliefs and values are important variables contribute which helps in shaping climate perceptions. Relationship between these variables were tested using structural equation model, treating management style as an independent work related beliefs and values as intervening, and organizational climate perceptions as dependent variables. Estimated model, which was different from proposed model, showed the direct effects of directive and participative style and intervening effects of the work related beliefs and values in shaping up of climate perceptions. While directive style of leadership resulted in unfavorable climate perceptions, diversity tolerance and individual orientation moderated by reducing the unfavorability of climate perceptions. Participative style of leadership shaped the favorable perception and its effects were enhanced by the team tolerance.

Becker, J., Ayman, R., & Korabik, K. (2002), focused on how a leader influences, the organizational context (in-role vs. out-of-role), and self-monitoring ability related to discrepancies between the leader's self-perceptions and group members' perceptions of the leader's consideration and influencing the structure behaviors. 49 male and 49 female leaders from industrial and educational settings, as well as members of

their work teams, participated in this survey research. Results indicated greater discrepancies for women leaders in industrial settings (e. g., banking, accounting, and manufacturing) than for female leaders in education and male leaders in industry. This survey shows that the influencing ability of the female leaders are highest than their male counterparts.

Public sector organizations are those organizations which are directly administered & funded by the government. Here, the organization has no specific requirements to meet the commercial success criteria & all the decisions including the production are determined by the government. The dealings of the manager in the public sector enterprises differ from that of its private sector counterparts.

Mac & Hagedorn Rasmussen 2008, leadership has become a mantra although it is often unclear what is meant by the concept of leadership in the public sector debate, and what effects the decision-makers expect it to have. What constitutes to have a good leadership is in need but the economic crisis makes it even more important to find ways to combine low cost and high performance leaders.

Personalestyrelsen 2009, focused that the systematic leadership training would be beneficial for the public sector units but with the prior knowledge about the different types of leadership training available in that industry.

Wright & Pandey 2010; Buelens et al. 2006, focuses that leadership and leadership training are quite inter related concept in the public sector units, as in today's scenario every leader needs to be updated, well informed with the leadership strategies and should be well versed about how to use these strategies for the betterment of the organizational performance . The concept of leadership in the public sector units and their administrative roles are different from that of their private counterparts, so the leadership development program needs to be different without merely mimicking it from the later.

As the public sector enterprises follow a particular parameter in every aspect including the employees bonus, increments etc. their budgets, personal rules makes it difficult for the public sector managers to reward their employees with flexible bonus & promotions which the manager of a private sector organization can easily do. So, the leadership styles & methods are also different in both the sectors. The leadership qualities of the manager in the public sector units have changed a lot during the years. The manager needs to be more courageous in the public sector units, the leaders here needs to stand in courage, make the tough decisions speak the truth about performances and speak with power. Leadership is an important & crucial variable which leads to enhance the management capacity. In case of the public sector what is more important is the request of people who will promote institutional adaptations in the public interest.

Objective of The Study

This article is framed with the objective of understanding the leadership concept exist within the public sector enterprises & how effective leadership skills of the managers help the public sector units to climb the

ladder of success. It focuses on understanding the importance of leadership skills & how the entire concept has emerged.

Research Methodology

This part of our article is designed with a case study of the public sector giant- Oil and Natural Gas Corporation Ltd. & Coal India Ltd with the help of the secondary data.

Oil and Natural Gas Corporation Limited (ONGC) : company profile

Oil and Natural Gas Corporation Limited (ONGC) is a Public Sector Undertaking (PSU) of the Government of India, under the administrative control of the Ministry of Petroleum and Natural Gas. It is India's largest oil and gas exploration and production company. It produces around 70% of India's crude oil (equivalent to around 25% of the country's total demand) and around 60% of its natural gas. With a market capitalization of over INR 2 trillion, it is one of India's most valuable publicly-traded companies. Oil and Natural Gas Corporation Limited is an India-based oil exploration and production company. The Company, through its subsidiaries, is engaged in exploration and production of oil and gas in India and abroad, including refinery, power generation, petrochemicals, liquefied natural gas (LNG) supply, pipeline transportation, special economic zone (SEZ) development and helicopter services. Its segments include Exploration & Production, and Refining. The geographical segments include operations in two categories: In India, which includes onshore and offshore, and outside India. The Company has made approximately 22 Oil and gas discoveries in domestic acreages. Out of 22, 10 discoveries are in offshore and 12 in onshore. The Company's subsidiaries include ONGC Videsh Ltd. and Mangalore Refinery and Petrochemicals Ltd.

Oil and Natural Gas Corporation: a case study on Leadership

Mr. Subir Raha had served as Chairman & Managing Director of Oil and Natural Gas Corporation Ltd. (ONGC), a Government of India Enterprise, for five years from May 25, 2001. He focused on growth strategies – corporate rejuvenation of structure and processes, aggressive investments in intellectual and physical assets, redevelopment of ageing fields, smart management of costs, taxes and funds, proactive acquisition of hydrocarbon reserves in India and overseas, innovative HRD, state-of-the-art information & control technologies, and carbon management, forward integration for value addition, best-in-class corporate pride and image, employee motivation and unwavering stress on ethics and corporate governance. Among this implementation of the Integrity Pact was one of his several ‘firsts’ in India. Mr. Raha led ONGC to evolve from a sectoral E&P company to an Integrated Energy Major on global scale, with businesses across most verticals on the Hydrocarbon Value Chain: Exploration, Production, Drilling, Refining, Terminalling, Trading, Marketing, Pipelines, LNG, Power (including wind-power), Petrochemicals, Underground Coal Gasification, Helium, Carbon Management etc. With Mr. Raha's

leadership, ONGC engaged in partnerships along the hydrocarbon value chain with almost all global Oil & Gas majors, among them Exxon, BP, Shell, Gazprom, Rosenaft, PDVSA, Statoil-Hydro, Sinopec and ENI. Mr. Raha handled field and staff assignments in Supply & Distribution, Plant Operations, Engineering, Sales, HR and Marketing. He created several Indian Firsts: networked on-line transaction processing (OLTP) across India (1986-88), real-time automated product terminals (1993-95), and modern Retail Outlets with Convenience Stores & ATM (1995-96). Several of his innovations, especially in Logistics and LPG cooking gas marketing, became Industry standards. As Director (HR), he set up India's first in-house MBA programme. He conceptualized and piloted the first global-scale ERP implementation in India. He set up lubricant blending in Malaysia and retail marketing in Mauritius. He successfully managed privatization of Lubrizol India Ltd.

ONGC's market capitalization increased more than 10 times, from under Rupees 20,000 Crore in May 2001 to over Rupees 2,00,000 (Two Lakh) Crore (approx. USD 45 Billion) in May 2006, making ONGC the Most Valuable Indian Company during his tenure. In this period, ONGC created more wealth than any other business enterprise, ever, in India. ONGC became the leader among all Public- and Private Sector Companies in India in terms of Net Worth (USD 11.7 Billion on March 31, 2006), Net Profit (USD 3.5 Billion for 2005-06) and Dividend pay-out (stepped up to 450% for 2005-06) for five consecutive years. ONGC acquired Mangalore Refinery & Petrochemicals Ltd. (MRPL), a terminally 'sick' company in a distress sale in 2003. Mr. Raha turned around MRPL in the very first year, going from a net loss of Rupees 430 Crore to a net profit of Rupees 460 Crore, leading to 1100% increase in market capitalization. This is recognized as the best and the fastest corporate turnaround in India. MRPL is rated as the best refinery in India in terms of capacity utilization and energy management since 2003-04. With Mr. Raha as Chairman, ONGC paid the highest-ever dividend in Indian corporate history (USD 1.44 Billion in 2005-06), and MRPL declared the first dividends after 40 years and 17 years of incorporation.

Under his dynamic leadership, ONGC was the first Indian Corporate to sign the Integrity Pact with Transparency International (India) Ltd in April 2006. To further improve transparency in business transactions in ONGC, he introduced IT along the entire supply chain management of ONGC. Introduction of regular meeting with Vendors, Analysts, Investors even Employees were also unique initiatives of Mr. Raja. He branded ONGC from a Govt. undertaking to a global oil and gas major through series of media interaction and branding activities.

Mr. Raha received several awards for business leadership, including the E&Y India Business Leadership Award as Manager-Entrepreneur of the Year, the SCOPE award for the Best Public Sector CEO, and Sir Jehangir Ghandy Medal for Industrial and Social Peace. He was a featured speaker in many national and

international conferences and investor meets, including Offshore Technology Conference (OTC 2006), Houston and Chatham House, London (2004-05).

Apart from that he was very close to all employees in ONGC as he spread his ideas to all the hierarchy of the organization. He created a good rapport with his employees during his period. He was an inspiration towards his employees as he guided them, directed them and helped them whenever it required. By his capability he improved employee morale and motivated them to work as a team. And by his efforts employees understood that good interpersonal relationship can bring success in ONGC. Raha's strategy for ONGC focused on five key areas: vertical integration, oil and gas reserves, improving existing wells, improving cost efficiencies, and placing a greater emphasis on human resource development.

Interpretation:

- Take care of the people and they will take care of organization.
- An idle mind is devils workshop and therefore people must be engaged in something or the other.
- Value based managerial actions inspire people enormously.
- People are basically risk takers. They are prepared to take risk if they get adequate support from the top.

Coal India Ltd – Company Profile

Coal India Limited (CIL) as an organized state owned coal mining corporate came into being in November 1975 with the government taking over private coal mines. With a modest production of 79 Million Tonnes (MTs) at the year of its inception CIL today is the single largest coal producer in the world. Operating through 81 mining areas CIL is an apex body with 7 wholly owned coal producing subsidiaries and 1 mine planning and Consultancy Company spread over 8 provincial states of India. CIL also fully owns a mining company in Mozambique christened as 'Coal India Africana Limitada'. CIL also manages 200 other establishments like workshops, hospitals etc. Further, it also owns 26 technical & management training institutes and 102 Vocational Training Institutes Centers. Indian Institute of Coal Management (IICM) as a state-of-the-art Management Training 'Centre of Excellence' - the largest Corporate Training Institute in India - operates under CIL and conducts multi disciplinary management development programmes. CIL having fulfilled the financial and other prerequisites was granted the Maharatna recognition in April 2011. It is a privileged status conferred by Government of India to select state owned enterprises in order to empower them to expand their operations and emerge as global giants. So far, the select club has only five members out of 217 Central Public Sector Enterprises in the country.

Corporate Structure and Subsidiary Companies

Coal India is a holding company with seven wholly owned coal producing subsidiary companies and one mine planning & Consultancy Company. It encompasses the whole gamut of identification of coal reserves, detailed exploration followed by design and implementation and optimizing operations for coal extraction in its mines. The producing companies are:

1. Eastern Coalfields Limited (ECL), Sanctoria, West Bengal
2. Bharat Coking Coal Limited (BCCL), Dhanbad, Jharkhand
3. Central Coalfields Limited (CCL), Ranchi, Jharkhand
4. South Eastern Coalfields Limited (SECL), Bilaspur, Chattisgarh
5. **Western Coalfields Limited (WCL), Nagpur, Maharashtra**
6. Northern Coalfields Limited (NCL), Singrauli, Madhya Pradesh
7. Mahanadi Coalfields Limited (MCL), Sambalpur, Orissa
8. Coal India Africana Limitada, Mozambique
9. The consultancy company is Central Mine Planning and Design Institute Limited (CMPDIL), Ranchi, Jharkhand.

Western Coal field Ltd, Pench Area: A case study on leadership

Pench is the name of one of the areas under western Coal Field Ltd, which is a subsidiary of Coal India Ltd. The name is derived from the river Pench, Chhindwara district in Madhya Pradesh. The coal mines in this area is very long. During the pre and post scenario in '1985' due to some internal and external reasons Pench became a dying area with no reserves. At that time Coal India took a decision to close down four of the most unprofitable mines—Bhamori, Newton Chickli, East Dongar Chikli and North Chandamatta in October, 1984. The proposed closure meant that 2500 workers would be rendered immediately surplus and would have to be transferred. It created a state of panic among workers, union leaders and work people. In this circumstances the great man ' **Pankaj Sinha** ' was asked to take over as the Chief General Manager , Pench area on May 5 in 1985. The extra ordinary profile of Pench described above coincides with his tenure as the Chief General Manager. Sinha immediately initiated the task of re examining the problem of Pench area from various angles. He personally visited most of the mines in order to gather information on the situation and talked with different disciplines, unions, technicals and supervisory staffs to get knowledge about Pench area. In this time coal production rose from 19.30 lac tones to 27.02 lac tones. This has been the highest ever production in Pench since nationalization. The per tone loss came down from Rs.92.72 to 30.81. Pench area received the **Sarvattam Kshetra Puraskar** (Best Area Award) of WCL in 1986 as a recognition of its overall best performance of all fronts.

The dominant characteristics of Sinha's leadership profile are capability to empower people ,build cohesive team, manage organizational effectively and take risk for achieving results. These are coupled with not losing balance in the face of calamities and planning for a better future. Sinha's modes of achieving results in characterized by the developer style, followed by benevolent autocratic styles. Sinha's image as a leader has been more or less identical all the three groups—top , middle and lower management.

Interpretation

It is the leaders' basic philosophy and core values which guide the process of corporate transformation. All the transformational leaders make extensive use of the power of ethical and moral values in influencing the course of organizational actions, while initiating transformation change. Sinha has made its own value statements.

Sinha is a man who demonstrates a great belief in working and living together. Sinha's effort to bring the union members together on a single platform. He believes in sharing, consultation, openness and receptivity. He demonstrates immense faith in human beings- their capability, creativity and potentiality. He is capable to develop high degree of sensitivity to people's problems. He is high risk taker, experimenter with new ideas, restless with status quo. a man who believes that good ideas can come from any source and therefore believes in consulting people irrespective of their rank, believes in having harmony, in creating culture of collaboration, synchronizing diverse interests for the common goal. He is the one who is capable of inducing unquestioning loyalty and devotion among the subordinates, creates intense emotional responses of faith. Apart from that he is caring ,loving, guiding, directing, meaning giver and value shaper.

Findings and Conclusion

On the basis of this case study it concludes that leadership in the public sector is very much important as it does not only influence the job performance and satisfaction of employees, but also how government and public agencies perform. From the above study we can say that leadership is critical to good public governance, including good planning, efficiency, transparency, and accountability. Today's public sector leaders are being asked to function with fewer resources and continually find new ways to tackle challenges. Public sector leaders also face different challenges than in the private sector, and perhaps call on different competencies. From the first case it can be concluded that the former chairman of ONGC Mr. Raha was able to expand the whole organization by his leadership qualities and he had the enormous power to motivate the employees of ONGC. From the second case it can be concluded that Mr. Sinha's transformational leadership skill, problem solving ability, people friendly attitude, his value statement helps him to be a risk taker which

helps COAL INDIA LTD - WESTERN COAL FIELD SECTION to solve its situation at ease. Human resource is the most critical resource of every organization, by making them satisfied organization can make their operations effectively and efficiently. So leading the employees is very much important under this juncture. And in this way the leadership styles of two person helps to boom ONGC & COAL INDIA LTD, the giant public sector and makes a great image in front of rest of the world by achieving so many awards and recognition.

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