



A STUDY THROUGH LITERATURE REVIEW ON SHIVAJI AS A TRANSFORMATIONAL LEADER THROUGH BASS MODEL OF FOUR I'S.

Dipaali Pulekar

HR Department, Thakur Institute of Management Research and Studies , India

ABSTRACT

The research paper puts across noteworthy lessons from which Corporate Leaders of today can learn and engineer world class institutions. The need of this study is to examine the interrelatedness of history to the concept of leadership in management. This research is a part of thesis submission work. This research paper gives comprehensive coverage through literature review to understand transformational leadership style and skill of Shivaji through the framework of Bass (1985) model of four I's. (idealized influence, intellectual stimulation, individualized consideration and inspirational motivation) along with vision. The researcher through the literature review has collected incidences which reflect skills and styles of Shivaji for the timeless lessons on leadership for the current business leaders.

KEYWORDS – Idealized Influence, Intellectual Stimulation, Individualized Consideration and Inspirational Motivation, Vision, *Four I's* framework of Bass, Shivaji, Transformational leadership,

INTRODUCTION

This research paper contributes to develop the existing knowledge on business leadership for the current leaders from the past. The research paper is the part of my thesis work on transformational leadership. The research addresses the following objectives;

1. To study what were the leadership style and skills of Shivaji as a leader
2. To study the relevance of leadership style and skills of Shivaji's for modern day leaders.

3. To understand how timeless learning's on leadership can be taken by the CEOs for today's organisation

The researcher has adopted an Indian way of studying leadership and identified specific incidences of Shivaji's excellent leadership. The leadership skill and style can be emulated from this great leader and used to build institutions today. To bridge the parallel with current studies the researcher considered Swarajya (institution an organization created by Shivaji who was a (corporate leader) and the followers as employees of Swarajya. The researcher also sought to verify the elements of Shivaji's leadership through the model of the four Is, i.e., inspirational motivation, individual consideration, intellectual stimulation, and idealized influence along with vision given by Bass (1985). Hence, after a thorough literature review was performed, the researcher found that results in this area of leadership were limited. The researcher inferred some possible improvements of modern leadership styles and methods, using Shivaji as a reference and Bass's model (1985) of four Is.

METHODOLOGY

The research methodology for this study is primarily on secondary research and standard classics written by eminent author historians on the great leader Shivaji.

The purpose of this literature review is to relate the findings to previous knowledge and suggest further research. The researcher before proceeding ahead with the literature review would like to mention the framework of study for incidences chosen for Shivaji. There were almost eleven incidences that the researcher took into consideration. These incidences were selected by the researcher primarily because of the following reasons

1. These were the milestones in the history of Shivaji. The researcher concentrated on these few incidences to prove how his leadership is unique and original.
2. These were universally accepted incidences in terms of Shivaji by eminent historians and researchers on Shivaji
3. The researcher studied the incidences in the light of information available and they could be studied further
4. The researcher has only considered leadership and Transformational leadership framework. The researcher has not studied the incidences in terms of numbers, dates and names of people.

There are everlasting incidences which could be explored for the rich and non replicable work done by Shivaji. Unlike earlier work in transformational leadership, in this study, the focus of this research is to exclusively, identifying the skills and style of Shivaji as

a leader and compare those skills to leadership skills that are needed today for the current business leaders.

Bass (1997) pioneered the concept of the four Is, which have become part of the brand for a transformational brand of leadership. These four constructs are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four key components are used to classify transformational leaders, and the use of these has been pivotal to this study.

Bass (1990) quoted in his research paper Two decades of Research and Development in transformational leadership. The author quotes very strongly that the collectivist culture gives available opportunities for such leaders who have subordinates or follower's. Transformational leadership can be applied universally. (Venkat1990,)The theory of Transformational Leadership could be utilized for its applicability through diverse functions, businesses, streams and fields of studies

Bass (1985), Bennis and Nanus (1986), Kouzes and Posner (1987) and Tichy and Devanna (1986) had just published their books on the subject of transformational leaders--moving the field of organizational leadership towards a greater interest in senior leaders who were change agents. These are the main contributors to the study on Transformational Leadership One of the most prominent developments in the investigation of transformational leadership is the confirmation of its utility for increasing organizational satisfaction, commitment, and effectiveness (Bass, 2000). The literature review throws light that Transformational leadership is universally applicable in all the fields of the study.

There is huge literature available today on Shivaji under various titles in English and Marathi along with other languages such as Persian, Portuguese, and Sanskrit. Apart from these there were even Marathi resources tapped which are as follows to understand the dimensions and shades of the illustrious career of Shivaji and his prodigious personality which has been worshipped till today and would be worshipped even after.

The reflections of the literature review are put forth as follows;

The review of literature on the epoch making king, leader, entrepreneur, management guru Shivaji led to the following study. The early school of writers reviewed the personality of Shivaji thoroughly by referring to bakhars, records and letters written and at times also interpreted the prevalent Modi script letters in prevalent language to make the local natives understand about Shivaji. The early authors like Ranade, (1900) in the book Rise of the

Maratha Power argued about how Shivaji became a role model because of excellence in the character and by addressing the needs of the followers, Sardesai,G (1926) in The Main Currents of Maratha History cited that firstly, the context in terms of the environment was set with the three generations from the family, secondly Shivaji as a ruler did not fight with anyone and thirdly Shivaji's qualities of being a leader were reflected through the writings and incident narration which the researcher could draw on. Fourthly welfare the dimension of the research study was gathered from the book along with the quality of Inspiration of Shivaji, Balkrishan (1940) Shivaji The Man and His Work part IV, stated that the rise of Shivajis' Personality through wonderful acknowledgements of the foreign accounts and quotes. The author also balances the view of appreciation for the great leader by presenting the European views of Shivaji and also their misconceptions of Shivaji through various lenses with the title names such as Shivaji as the Grand Rebel. However, the appreciation of Saint Ramdas for Shivaji also captures the fantastic shades of his personality in the words like, "He is a glorious, victorious, valorous, virtuous, charitable, diplomatic, and wise king. He is the mountain of determination." Gote, Basergekar, Joshi,(1988) Shetkaryancha Raja Shivaji Ani Itr Lekh in the book quotes that the history of Shivaji and the farmers is one of its kind and unique in nature. It is the very history scripted for not only bravery, courage of Shivaji but also for the unique quality where the followers, we're ready to sacrifice when they knew that the outcome could be life or death. Shivaji has also accepted failure as he had always people first as a policy. It's the history which states the marvelous relationship of the King and the followers, and administration and farmers. The book covers in details in a simple manner about Shivaji and his approach to the farmers. This was the glue of trust that he earned because of the understanding of the needs of the followers. The noteworthy aspect is that Shivaji's Swarajya had given importance to satisfy the needs of the farmers while Sarkar, Jadunath (1992) in his book Shivaji and His times argued the work of Shivaji and Maratha history through Mughal lens. Pagadi,(2004) in the biography on CHHATRAPATI SHIVAJI have neatly and diligently crafted the personality of Shivaji his qualities and skills through the literature. The book gives in a simple lucid manner an authentic historical account with appropriate references from history. All the factual aspects related to Shivaji Maharaj are described with due importance. Prabodhankar Thakare (1926, reprinted in 2004) Dagalbajj Shivaji(Shivaji The Diplomat) is a unique book which shares the expression of the author 's speech at Bhor in Pune. It draws the comparison between two words Dagalbaaj (Diplomacy) and Dagabaj (treacherous).The author also narrates his comparisons with Arjun of Mahabharata and Shivaji. The book quotes the western and modern thinkers and presents an investigative analysis on the writings too. The author states very clearly that Diplomacy

(Dagalbaji) is the foundation. Diplomacy was another very strong dimension of Shivaji as a foundation, for the formation of the state or empire. Shivaji's aim was very clear in building up his Swarajya and working towards it. Shivaji. Shivaji was a great decision maker and had the skill of choosing best alternatives to pave way for success. Mehendale,(2011) in the book of facts on Shivaji His Life and Times (2011), biography written by the author is a classic crafted and architected through a strong foundation of what he learnt about the great king. The author has already written the biography in Marathi for the great king. The book has captured the chronology of Shivaji's life events with references from the primary sources. It gives narration of all the events in details for the researchers to study and in fact most popularly referred for the study. There was new shade of entrepreneurial theme written by Jadhav,(2012) in the book Udoyjak Shivaji Maharaj (Entrepreneur- Shivaji Maharaj) has with multi dimensional description presented the entrepreneurial dimension of Shivaji. The overall writings by the author mentioned the core abilities of the entrepreneur through the dimension of having foresight, and commitment and passion to start a business. The entrepreneurs must recognize array of opportunities. The entrepreneurs should take inspiration and keep Shivaji as a role model and emulate his unique and detailed processes of starting a state – Swarajya, the literal interpretation given in the book is our state or our business which adds contribution to the research under study. The book helps new and established entrepreneurs in right from harnessing the idea of business to establishing it and taking the necessary actions and steps. The author through his writings has made us understand through his writings how Shivaji as an entrepreneur earned the much deserved through the chapters. Bedekar Mantri,Doke Sunil (2015) in the book on Timeless Management Principles(Kalatit Vyavasthanpan Tatve have summarized the entire book onto the foundation of Management principles of Planning, Organizing, Directing and Controlling. Every management principle mentioned had few subheadings with morals and learning

CASE INCIDENCE ONE – THE CAPTURE OF JAWALI

Other leadership qualities - leading from front, Terrain and Swot analysis, opportunistic, developing the ground for a good leap on opponent, Vision, Goal

Four Is framework of Bass- Individual Consideration

Prevailing school of thoughts through Research-The traditional school of thoughts through the literature review discuss the prudence of Shivaji. The writings reflect more a debate on names and number of people and dates. Recently some authors like Jhakotiya, Bedekar

(2015), Jadhav (2012) did mention about administrative, management and leadership qualities

Researchers' Learning's from the incidence- Chandrarao More was a relative of Shivaji. Shivaji had helped him previously through the literature review this fact is known. Before Shivaji raided on Chandrarao More, he had given him enough time to listen and understand his perspective during the formation of Swarajya. The dimension of Shivaji's leadership here that can be well noted is that he always gave enough space and time for the opponent to take his stance. He had invited Chandrarao to join him in the noble cause of formation of Swarajya.

Shivaji had the skilful ability of excellent organising and planning and that was the prime reason for tasting the fruits of success. The excellent planning and organising could be seen through his positioning of soldiers on the fort for protection.

CASE INCIDENCE TWO SHIVAJI AND AFALZALKHAN EPISODE

Other leadership qualities - Leading from front, usage of diplomacy, excellent communication skills, right person for the right job, competency mapping of followers, originality in the master plan, Moral Ethics and Trust

Four Is framework of Bass- Intellectual Stimulation, Idealised Influence

Prevailing school of thoughts through Research-The view is that Shivaji killed Afzal Khan according to many historians. Shivaji was then freed of this charge. The intelligent spy network of Shivaji came to the assistance here. Rustam E Jamal the spy of Shivaji had already passed the right information to Shivaji of Afzalkhan's visit. The historians mention that as a sign of alertness and rationality Shivaji prepared himself by wearing the armour for the incidence and wore the tiger claws in his hands. When Afzalkhan embraced him and attacked him then Shivaji retaliated by attack.

Researchers' Learning's from the incidence-A sign of great an epoch making king is his ability of creating harmony in chaos and that is what Shivaji did thinking about the possible outcomes of the war for all the stakeholders of Swarajya through his intelligence. The greatest dimension of Shivaji revealed here and that's the very reason he was successful than others. The killing of Afzalkhan had given a tremendous boost to Shivaji's achievements in terms of his opponents. Garge S. S. writes, "Massacre of Afzal Khan was the most important event of the Maratha history. This event aroused a feeling of self-identity amongst the

Marathas. Shivaji also got aware of his own power and his self-confidence enhanced which helpful in conquering Satara, Sangli, Panhala forts".37

Sambhaji Kavji slashed the legs of the bearers who were trying to carry the body of Afzal Khan away. He then cut the head of the Khan and brought it to Shivaji cited in Setu, Madhavrao (2004) in the biography on CHHATRAPATI SHIVAJI (p.102). This incidence of magnificent planning, execution earned a place for Shivaji in the hearts of his foes too. Shivaji etched his mark as a leader in the crisis and there was no stone left unturned for fulfilling the vision of Swarajya

Moral ethics state that attack by treachery is immoral. But being quivive and vigilant is an inseparable core of strong leadership. This was the only available option with Shivaji which was a win win solution. If Shivaji was revengeful then he would have killed both the son's of Khan and also would have never built the tomb of Afzalkhan on Pratapgadh.

CASE INCIDENCE THREE SHIVAJI'S ESCAPE FROM PANHALA

Other leadership qualities – uniqueness and Originality in his plan, Execution and planning, follower's commitment, trust, loyalty and self sacrifice

Four Is framework of Bass- Individual Consideration, Intellectual Stimulation, Inspirational Motivation

Prevailing school of thoughts through Research-Shivaji Maharaj, Baji Prabhu Deshpande and with a select band of troops would attempt to break through the siege at the night, and make for Vishalgadh. In order to deceive the Bijapuri forces, who would give a chase once they found that Shivaji Maharaj had broken the siege, Shiva Nhavi, who had an uncanny physical resemblance to Shivaji Maharaj, volunteered to dress like the king and let himself be captured. Baji Prabhu was around 15 years senior to Shivaji in age as well has experience and his wisdom. Bjai Prabhu was Shivajis opponent and a sub-leader serving under a rival Maratha clan. was one of the lieutenants (also known as sardar) of Chhatrapati Shivaji, After Baji Prabhu realised that Shivaji stood for a larger cause of one unified and independent kingdom free from unfair and unjust treatment, he became a staunch friend and loyal supporter of Shivaji. The defence...," says historian Dennis Kincaid, "has become legendary in Western India. The action is remarkable as an example of the spirit which Shivaji's leadership infused into his followers."

The dare devil of Swarajya Bajiprabhu, even though seriously wounded, continued fighting, inspiring his men to fight on until Shivaji's safe journey to Vishalgad. There would be a

signal given by the firing of three cannon volleys. It should be mentioned that when Shivaji approached Vishalgad with 300 men. The fort was already under siege by another Mughal sardar named Surve. Shivaji with his 300 men had to defeat Surve to reach the fort. The Khind (Pass) was subsequently named Pavan Khind (Holy Pass) by Shivaji

Researchers' Learning's from the incidence --Shivaji's; core foundation of leadership was around people. The leader won the trust, commitment, credibility and love and warmth of people through his people skills as a leader. Shivaji was a leader who had taken the ordinary people's mission of economic, financial and social welfare as his mission. Well being and welfare of not only his followers but also their family if there was a mishap. He lead from the front and was with his people in every unique situation. The ordinary people had become extraordinary followers who laid down their life for Shivaji their leader when they knew there were zero percent survival chances. The incidences narrates two names Shiva Kashid an ordinary barber who did extraordinary work for Shivaji in his escape

CASE INCIDENCE FOUR THE BATTLE OF UMBARKHIND

Other leadership qualities - leading from front, Terrain and Swot analysis, opportunistic, strategic planning and back up, excellent spy network, competency mapping of the people, foresight

Four Is framework of Bass- Intellectual Stimulation, Idealised Influence

Prevailing school of thoughts through Research-Many of the historians and experts casted their opinion of this battle being a strategic one in which Shivaji deployed his forces and the quick and rapid momentum of the cavalry was possible. The battle was fought between the Maratha under Chhatrapati Shivaji and the Kartalab Khan of Mughals. The Marathas defeated the Mughal forces. Mughal forces consisted of 20,000 men, while there was just 3,000 light Maratha cavalry. The attack was not suitable according to many because it was on open ground. Shivaji through his intellect forced Kartalab to change his route. The defeated army and Kartalab Khan were freed in accordance to Shivaji's policy of treating even the enemy with honour.

Researchers' Learning's from the incidence- New dimension from the research-Excellent spy network and the foresight and study of terrain knowledge and speed made the attack on the enemy very easy. The principles of Shivaji to treat the army with honour and release them unharmed is a quality which is not easy to execute in person.

CASE INCIDENT FIVE SHIVAJI'S RAID ON SHAYISTA KHAN

Other leadership qualities - Moral ethics, trust, Intelligence, attention to details

Four Is framework of Bass- Intellectual Stimulation, Idealised Influence

Prevailing school of thoughts through Research –The writers through the different descriptions have mentioned how the attack happened which included the debate on names and number of people. The incidences described through writing. There are also rich descriptions which indicate that not only bravery but intellect also was the much needed quality with Shivaji possessed and Shaistekhan lacked.

Researchers' Learning's from the incidence

New dimension from the research-Shivaji realized that there was danger in this incidence but he behaved with all morality and followed ethics. He practiced extreme alertness when dealing with the circumstance. This was the only way of protecting himself. If Shivaji wanted to take revenge then Shivaji would have taken the revenge from the sons of the Khan. He released them and allowed them to go. He also built a tomb of Khan on Pratapgadh and exhibited qualities of extreme respect for the enemy. Shivaji also knew that after building this tomb the followers would still be with him because of the extreme trust that they had in him.

CASE INCIDENT SIX SHIVAJI'S RAID ON SURAT

Other leadership qualities - Leading from front, Terrain and Swot analysis, opportunistic, excellent spy network and communication network, planning of the routes and time, Moral ethics,

Four Is framework of Bass- Intellectual Stimulation, Idealised Influence, Individual consideration

Prevailing school of thoughts through Research-The French traveller Francois Bernies has written in his Travels in Mughal India: I forgot to mention that during pillage of Sourate, Seva ji, the Holy Seva-ji! Respected the habitation of the reverend father Ambrose, the Capuchin missionary. The Frankish Padres are good men, he said and shall not be attacked.

Researchers' Learning's from the incidence

New dimension from the research-Shivaji a leader who executed the incidence for balancing the financial stability of the forts and Swarajya. At the same time he ensured that he had saved on the lives of people too. Spy network details are not dealt in depth anywhere in the

referred literature except for the point that it was excellent. Shivaji's instruction to his followers to execute ethics and morality during the campaign is noteworthy. Every campaign could witness the qualities of morality and ethics. Shivaji had given instructions to his followers to not attack on mosques and maintain and exhibit extreme respect for women.

CASE INCIDENCE SEVEN SHIVAJI'S ESCAPE FROM AGRA

Other leadership qualities - Leading from front, Swot analysis, opportunistic, winning trust of people from the enemy camp

Four Is framework of Bass- Intellectual Stimulation, Idealised Influence

Prevailing school of thoughts through Research-Through the writings made again which have debate on why did Shivaji go to Agra? Did he escape from the box or not etc.. There is one strong observation that when Aurangzeb got the news of Shivaji passing away he has mentioned a statement in Ahekam –A- Alamgiri that Allah! Please open the doors of heaven for Shivaji who was the protector of mankind and women from all religions and caste.

Researchers' Learning's from the incidence- It's very difficult to arrive at an understanding that an intelligent Shivaji was unhappy as he was given a different place to stand amongst the Sardars in the court of Aurangzeb. As a result of which Aurangzeb announced house arrest for Shivaji because of this. There is a strong need to study this incidence to derive a complete knowledge about it

New dimension from the research

Mughal emperor Aurangzeb then sent his most able sardar Mirza Raje Jaisingh to block the advancement of Shivaji. This experienced sardar compelled Shivaji to commence a treaty. This treaty is popularly known as the treaty of Purandar (June 12, 1665).⁴¹ After this treaty, Shivaji had only twelve forts and One lakh honns (currency used in that time)while all the forts and the provinces had to be given to Mirza Raje. According to the treaty, Jaisingh sent Shivaji to Agra to meet the emperor. Shivaji on May 11, 1666 went to Agra with his son Sambhaji. The humiliation he met at the Mughal Court compelled him to leave the court in a rage. Hence, the emperor kept him under house arrest at Agra and made a secrete plot to kill Shivaji. Shivaji made a plan to escape the arrest and commenced the plan by escaping the imprisonment through the sweet boxes. He initially made arrangement to keep Sambhaji in Mathura and with several disguise reached the Swarajya.⁴ After hearing the escape of Shivaji, Aurangzeb was deeply sorrowed and astonished. This unimaginable escape from the Mughal imprisonment acquired glory and respect to Shivaji across the country. He later

decided to conduct his coronation. Shivaji Maharaj had immense domination over the Adilshahi and Kutubshahi and had also proved an upper hand over the Mughals. Shivaji had expected that the foreign powers like Portuguese and British should extend a hand of friendship towards the Maratha Empire.

An ideal leader is one who exhibited the practise of morals for all the religions and ethical practises for all people following different religions and caste.

Incident five Ranzha Patil and Kalyan conquest

Other leadership qualities- Moral ethics, trust, justice and fair treatment, decision making,

Four Is framework of Bass – Idealised Influence, Inspirational Motivation

Prevailing school of thoughts through Research-The researchers have written about the incidence on Ranzha Patil. He had atrocities done on common people. He also abused women in the village. The followers looted the treasure of Kalyan. There was also a daughter in law of the officer captured in the Kalyan conquest was brought to Shivaji's court by his follower. The daughter in law of the Mughal officer was treated with utmost respect and a gift were given to her and was sent back safely and respectfully.

Researchers' Learning's from the incidence-There is very strong quality of morals and ethics captured in this incidence. The alertness, intellect and ethics and discipline exhibited by Shivaji with his just and fair decision making skills sent a positive message that indiscipline and improper behaviour will have zero tolerance in Swarajya. Every person living in Swarajya would have a good secured life whether it was man or woman.

CASE INCIDENCE EIGHT NETAJI PALKAR

Other leadership qualities – Ethics, justice and fair treatment, humanity, trust, commitment, loyalty of followers

Four Is framework of Bass – Idealised Influence, Inspirational Motivation

Prevailing school of thoughts through Research

The researchers have written about how Netaji Palkar was caught and forcefully converted into a muslim religion during his capture

Researchers' Learning's from the incidence-Netaji Palkar was the commander- in –chief of under Shivaji era of ruling. Netaji Palkar was captured by Aurangzeb and then converted to

Islam. Netaji through his extreme leadership skills gained the good confidence of Aurangzeb and then he after working for lot of expeditions was sent to Deccan. However, Netaji then joined the forces of Maratha.

Kafi Khan, the Mughal historian and Bernier, a French traveler, spoke highly of his religious policy. He also brought back converts like Netaji Palkar & Bajaji in to Hinduism. He prohibited slavery in his kingdom.

New dimension from the research-Through the above incidence the researcher came across a significantly important perspective of Shivaji who allowed his followers to have freedom of religion and opposed forced conversion.

CASE INCIDENCE NINE THE VALOUR OF BAJI PRABHU DESPHANDE

Other leadership qualities - Ethics, justice and fair treatment, humanity, trust, commitment, loyalty of followers

Four Is framework of Bass – Inspirational Motivation and Idealised Influence

Prevailing school of thoughts through Research-The researchers have struck debate again with numbers and names. The researchers and historians agree that this was an extraordinary feat. Baji Prabhu Deshpande taking a decision of staying back and leading the attack from front till the time Shivaji reached the Vishalgadh fort safely was agreed by many school of thoughts. The incidence written by many have scarce views on the research of management qualities of Baji Prabhu.

Researchers' Learning's from the incidence-The most promising ingredients of loyalty, commitment, trust and self sacrifice for the king to live and continue doing the business of Swarajya was important. This also very strong brings forth the welfare and security aspect of the family of the follower being taken care of by Shivaji. This is a noteworthy quality of Shivaji which infused the needed commitment, motivation trust and self sacrifice which begins with himself as a King. This incidence also captures participative decision making of the Shivaji

CASE INCIDENCE TEN THE VALOUR OF TANAJI MALUSARE

Other leadership qualities - Ethics, justice and fair treatment, humanity, trust, commitment, loyalty of followers, self sacrifice of followers

Four Is framework of Bass-Inspirational Motivation and Idealised Influence

Prevailing school of thoughts through Research-Tanaji the brave follower of Shivaji is very well known for the battle of Sinhadadh. The combat of Tanaji and then later by his brother Suryaji was feat par excellence in capturing the fort. The writers through their schools of thoughts have mentioned the valour and strength that Tanaji exhibited in capturing the fort.

Researchers' Learning's from the incidence-The researcher captured the quality of Shivaji to create a leaders who took decisions in the circumstance which exhibited the achievement of the goal by bravery, valour and self sacrifice. The commitment, loyalty and trust exhibited by the team leader enabled to percolate the same qualities in the followers in the campaign or attack.

CASE INCIDENCE ELEVEN ASHTAPRADHAN COUNCIL OF MINISTERS, NAVY

Other leadership qualities – Innovation, good governance and administration, uniqueness in governance.

Four Is framework of Bass – Intellectual stimulation, Idealised Influence, Vision

Prevailing school of thoughts through Research-The contemporary writers and scholars have also seemed to have agreed on the good governance of Shivaji. The prevailing schools of thought agree of Shivaji being an able and very good administrator. Many of his followers had also muslim recruits who manned some of the important positions in Navy. Noor Khan Baig (commander), Siddhi Wahwa, artillery chief Ibrahim Khan. The ships were gurgaon, Tarandi,Tarve,Galbate, Shibade, Pagar were manned by many muslim followers and hindu followers together which is mentioned in Sabhasad Chronicle – Shivrayanche Eknisth Mulsim sainik(loyal Muslim soldiers of Shivaji)

Researchers' Learning's from the incidence-Vision and foresight with innovation and uniqueness in governance are noteworthy qualities of Shivaji which get captured through the above. Also though there was a cabinet of Eight ministers and an intelligence officer the final decision would only be taken by Shivaji. The cabinet would be only responsible for put across various dimensions of the proposal. The important positions offered by Shivaji in Navy or that matter for any jobs in his institution were based on the competency, capability and merit and talent of his people.

CASE INCIDENCE TWELVE MUSLIM SARDARS IN THE ARMY OF HSIVAJI

Other leadership qualities – Respect to all religions, Competency Mapping

Four Is framework of Bass – Inspiration, Individual Consideration

Prevailing school of thoughts through Research-The writers have agreed upon the appointments of the muslim sardars in the army of Shivaji. There is also validation in many secondary sources in the literature review confirming the facts. The Sabhasad Chronicle, by Gadgil, Ra,S pg no 33/34 he was recruited in 1657(references- Letter, Vol 1 page no 157, Maratha Itihasahche Sadhne, Vol 17 Pg no 17, Para10), Siddhi WahaWah, was another brave and courageous sardar of Shivaji which is quoted by Kavi Parmanand in Anupurana Siddhi Hilal

Researchers' Learning's from the incidence-Shivaji gave recruitment to all in his army. Shivaji was a fair and just leader who led the team by being in the field. Shivaji recruited all the locals from different castes and creeds and gave work only based on their skill. Shivaji's first military chief was Noor Khan Baig.

NEW DIMENSIONS – Shivaji recruited local people whose main occupation was farming. These people because of their staunch believe and trust in Shivaji wanted to get recruited in Swarajya. The human resource that Shivaji received was very naive and had to be trained in every aspect. Nobody knew how to swell the sword or was trained for the battle. Shivaji invested in the people. He not only helped them in understanding their potential but selected right person for the right job because of his unfailing ability to understand and foresee the ability of people. This was not practised by other kings during that era. This was done by Shivaji all by himself with the support of few trusted men. The incidence of Shiva Kashid cited in Shivaji Maharaj The Greatest brings to forth an interesting point that Shivaji had the campaign of Afzalkhan attack on November 10,1659 and in the next eighteen days won the fort of Panhala and thus there was an expansion of the borders of Swarajya from Jawali to Pratapgadh till Kolhapur and Shivaji and the incidence of Shiva Kashid took place in July 1660, this was the beauty of leadership which through the actions of Shivaji got strong and expanded within 15 days.

The researcher captures Idealized influence, Intellectual Stimulation and Vision and planning from this incidence. This noteworthy point qualifies the trust, commitment and faith the followers had in the Transformational Leadership practiced by Shivaji. Common man going beyond his life to make sure that the Shivaji's dream of institutionalising Swarajaya was formed.

The researcher also understood significant importance of vision, mission and alignment of these with grit determination and passion. The vision was only and only for the

welfare of people. Shivaji never claimed it was his Swarajya, he always said it is Shreenchi Icha, (The will of god) and i am just the trustee. It was collaboration of leadership.

Shivaji as a leader received unlimited faith, trust and commitment from people because the way he treated them made people to trust him and take the extra ordinary step as his vision was pure and had the connectivity of strong deeds undertaken by Shivaji for the people. The followers knew that if they fought for him and died in the unfaithful process of life and death, Shivaji would take care of all the family members of the family and therefore this emotional bond was the strongest success of Shivaji.

Another dimension of Influence of Jijabai over Shivaji can never ever be ignored. The researcher accepts the universal truth that mother is the first guru of child. Shivaji and Jijabai lived at Shivneri. The enabling environment and sowing of seeds for creating Swarajya, was a humongous task undertaken by Jijabai. Shivaji had tremendous faith in teachings and learning from his mother who was instrumental for this great feat Shivaji dreamt, undertook and achieved.

Shivaji had more internal troublesome relatives and they fought with him as hard as the enemies would have is a surprising fact and reality. Shivaji had created all the processes

More or less there is an agreement of maximum researchers and historians for the incidences that are studied for Shivaji

The incidences reflect different dimensions and how his leadership was different and unique was being understood by the above incidences. Shivaji with the minimum resources with him knew very well that the enemy or opponent cannot be defeated on open grounds, he also in any crisis stood strong and maintained and had an integration of bravery, courage and sound and tactful decision making coupled with ethics, morals and welfare of people. This dimension of his made his followers accept his leadership without any exclamation marks. The splendid leadership can be captured through the writings of his opponents who fell in love for his leadership and deeds. The people believed that it was their state and the uniqueness in the history of Shivaji is that people fought for Shivaji's state. They all felt that hence we should conserve it, this is very important milestone. In the Indian history Shivaji was the only king who gave birth to this flame in the minds of the people. That's' why till generations today Shivaji is being remembered time and again as Shivaji was a true representative of the most ambitious mission of the people i.e. freedom. Therefore the leadership study of Shivaji is a study of epoch making king who with his stainless character created self-confidence, self belief in the people of Swarajya. The researcher also looked at

the decision taken by Shivaji when he gave away Sinhadgadh one of his forts and reconciled with his opponent, he has also taken back foot to give no way to big war by looking at the possible outcome and damage it may cause.

The researcher also comes across the uniqueness about the micro detailing about the geography of the land that Shivaji possessed. The use of excellent spy network ensured that he also had details about the entire study of his opponents. The important aspect to be noted here is that Shivaji had complete terrain mapping and planning done which is the highlight of every incidence or the undoubted wins that he tasted for Swarajya.

According to the researcher Shivaji was on a continuous quest for new opportunities for Swaraj and hence there were enormous campaigns and battles undertaken by Shivaji.

The killing of enemies was creating the space and place for Shivaji. The magic of inspirational motivation which Shivaji created and kept burning in his followers made his followers achieve marvelous feats of sacrifice for Swarajya and this was the success of the goals that Shivaji had chalked out.

The valour, sacrifice, commitment through the deeds of Bajji Prabhu Deshpande, Tanaji Malusare, Murarbaji, Shiva Navhi (Barber) and many more whose names don't appear are indeed separate chapters of the freedom. They could be studied separately to get the essence by answering the question of why did the followers lay down their lives in combat for Shivaji when they knew and were aware that they would have a tragic death? The answer to this lies in the strong goals, mission and vision set by Shivaji who not only dreamt but achieved it. The followers believed in the relentless efforts and a character unmatched with any other king. The generations, technology and war weapons would change but the aspiration, and strong will for freedom is always immutable in any of the eras in the people. The noteworthy feature of followers laying down their lives for the king lies in the clean and stainless character experienced by the followers

The researcher also looked at the aspect of failures faced by Shivaji after the killing of Afzalkhan was Shaistekhan who was very difficult to get on with it, another incidence of Panhaldgadhd siege by Siddhi Jouhar. Shivaji was himself trapped in the Panhaldgadhd siege. Yet the undeterred faith and trust of people was with him this is an highlight. In the Panhaldgadhd the opponent can also be complimented for his careful, resourceful and planning. This gave opportunity to Shivaji to rise to all the expectations and he escaped this tough situation with the brave and collaborative efforts of his and his followers. In this crisis also he led the situation by finding the best possible solution.

The researcher has noted down the causes of Shivajis state being very popular amongst the followers because of excellent administration and unbiased justice, end of the feudal system, Shivaji earned the blessings of every single farmer through his well articulated welfare policies for the farmers. Shivaji gave emphasis to talent and merit in people and opened roads in the welfare state. The welfare and well being was carefully planned coupled with moral principles, ethics, values starting from oneself by being the trustee of the state.

The news of Shivaji's death was thought by the personal assistant of Aurangzeb as happy news and thus he went to the Aurangzeb's room and confided to him the news. Auragzeb who was offering his prayers from Quran kept the Quran aside announced a penalty for the news bearer. He prayed to Allah, that one of the greatest humanitarian and protector of all religions and all women has passed away kindly keep the doors of heaven open for him. Another important dimension of Shivaji winning over his enemies is mentioned in Ahekam- E- Alamgiri.

RESEARCHERS PERSPECTIVE

The Social Science discipline deals with human behaviour and thought, there cannot be a fool proof mechanism of research. Historical research is based on a fine balance of fact and interpretation. There are various interpretations to the events of the past related to Shivaji. These interpretations are based on the views of the author of the primary source and subsequently on the later historians. They are debatable and can be contested.

The historians have great differences and opinions over several anecdotes in Shivaji's life that at times it had become difficult to understand the fact as is. However, the researcher has confined the detailing of the events to the generally acceptable interpretations

Welfare and Well being of people

Other leadership qualities- Welfare and well being, fair and just treatment, approachable leader, timely justice to ordinary and common person, wining trust of the followers

Four Is framework of Bass – Individual consideration and Vision, Additional qualities could be added to the framework

Prevailing school of thoughts through Research

All the researchers, historians have agreed to Shivaji being a King a leader who looked tremendously into the welfare and well being of the people in Swarajya. This was the primary reason of he being recognized as people's leader. This is quite evident from the letter written

about Jijiya Tax and one more letter written to the officer of Chiplun. There is also evidence on how Shivaji took care of his trusted followers through the letter which is written to Kanjoi Jedhe to get well soon and take care of his health by understanding how a strong and old relationship he had with him.

Researchers' Learning's from the incidence- The qualities of well being and welfare are not there in the framework of Bass. These are the additional qualities which have evolved through the literature review. The seal crafted by Shivaji itself is a very valid evidence of how Shivaji's state would work for welfare of mankind and would be respected strongly in the world.

Analysis and Interpretation

The framework of four Is given by Bass is identified and the objective set for the literature review captured the four Is framework for the incidences reviewed through the available secondary sources. Shivaji had a transformational leadership style which reflected the dimensions of directive, participative and transactional leadership.

There were additional qualities of morals, values, trust, stainless character, zero tolerance approach for misbehavior, respect towards women, goal setting and execution, stainless character and decision making which were noteworthy qualities of the four Is which were identified and noted apart from the four Is framework of Bass which holds to be true.

Welfare and Well being becomes foundation for the success of Transformational leadership which was true in case of Shivaji as the leader. This quality emerged from the study. Vision a core ingredient was found to be true which has evidence right from the seal of Shivaji which was crafted for the welfare of mankind. Alignment of vision, mission and goal through collaborative approach through people or employees was heavily practiced.

Limitations of the study

There were various interpretations about Shivaji and most often debate on the number and names of the people as seen through the literature review. Many eminent schools of thoughts emerged from the scholars' own pet theme of thoughts. Most of the literature is prevalent in Modi script which is difficult to interpret unless one learns it.

Future Scope of study

Single dimension of Transformational leadership could be studied in detail. The historical incidences are studied in the light of information available and they could be

studied further. Aspects of nation building, leader building, Trust, morals, ethics, values, creativity and innovation lay down their noteworthy contribution towards further execution and exhibition of Transformational leadership. The aspect of well being and welfare could have in depth study for executing Transformational leadership in the Asian cultures especially.

Conclusion

The business leaders and CEOs could be given workshops on understanding the leadership, fragile and noteworthy qualities of Trust, morals, ethics and values and leading people, creativity and strategy of the great leader through training interventions for leaders of the soil for executing business in India. The study captured and identified that the qualities and skills of Shivaji are still applicable and would be applicable for leaders practicing leadership.

REFERENCES

Books

- Bass, B., (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32.
- Balkrishan (1940) Shivaji The Man and His Work part IV
- Bedekar, N., Mantri, S., & Doke, S. (2015), *Timeless Management Principles*. Pune: Prakashan.
- Duff, G. J. (1826). *A History of the Mahrattas* (Vol. I). London: Oxford University Press.
- Gonda, C. M., & Parab, N. (2013), *Leadership Learnings from Chhatrapati Shivaji Maharaj*. Mumbai: Embassy Books
- Jadhav, N. (2010). *Chatrapati Shivaji Maharaj - Visionary Secular Great King of India*. Mumbai: Rajmata Publications.
- Jadhav, N. (2012) *Shivaji - The Management Guru*. Mumbai: Rajmata Publications.
- Jadhav, N. (2013), *Udyojak Shivaji Maharaj*. Mumbai: Rajmata Publications.
- Mehendale, B. G. (2012). *Shivaji: His Life and Times*. Thane: Param Mitra Publications.
- Pagadi, S. (1989). *Shiv Charitra*. New Delhi: National Book Trust India.

Sardesai, H. S. (2002). *Shivaji The Great Maratha*. New Delhi: Cosmo Publications.

Sarkar, J. (1992). *Shivaji and His Times*. New Delhi: Orient Longman.

Sardesai, G. S. (1949). *The Main Currents of Maratha History; Originally Patna University Readership Lectures 1926, Now Greatly Enl., Rewritten, and Brought Upto Date*. Mumbai: K. B. Dhawale.

Rawlinson, H. G. (1913). *Buddha, Ashoka, Akbar, Shivaji & Ranjit Singh: A Study in*

Indian History. New Delhi: Ess Publications

Ranade, M. G. (1900). *Rise of the Maratha Power (Vol. I)*. Mumbai: Punalekar and Co.

, **Journal Paper**

Pulekar, D., Paliwal, U., & Thorat, P. (2016). Architecting world class organizations through timeless lessons on leadership exhibited by Shivaji the great leader of Indian history. Conference Proceedings of 2nd International Conference on Management, Finance and Economics IRP Publications.