Effective Leadership and its Promotion: A Case Study on Indian Business Leader

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Abstract: Organizational goals mainly based on employees active hard worked participation and efficient right timed decision. The employees set of the organization consists of two folds of roles, e.g., subordinates and leadership. The leadership roles employees influence the subordinates, so that, the organizational objective could be achieved and this process applies to the different layers of management. The strategy and the leadership style are the two key main factor of the organizational progress and success. This study objective is to determine the most important quality of a good Indian business leader. Literature on Indian business leader quality was developed through open ended questions. About 61 determining points were established on thoughts view from leaders and through past literatures. The information was gathered through structured questionnaire. To certify the calibration scales of Indian business leaders, factor analysis was performed. The results show that nineteen factor a measurement model that fits the data acceptability and attribute like emotional quotient, age, academic performance and work experience are the most important factors for a good business leader.

Key words: Leadership, organization, involved factor, leadership effectiveness, Indian business, age

INTRODUCTION

"Going Global" is now new focusing trends in Indian businesses. This trends of business have new greater demands on companies and hence demands a larger development scope for the leaders. To align with the international competition, the global stage for Indian leader require an innovative and creative thoughtful business model. This extends the leaders thoughts with a mixture of international business views with the related local ethnicities, corporate practices and traditional culture. The forthcoming Indian proficient leaders must comprehend the demands of speediness across limitations, the imperative of true association and the spirit of humility.

There are a lot of difference in Indian leader experience and demand of global competitive business model. The most important question that arise is that is there any unique recognizable Indian experience that could be presented at global stage? Similarly, there are multiple related questions in association with Indian leadership and experiences as compared to global competitive business model were unanswered. The conference board for future Indian leadership in 2014 made an aggressive effort to bring experienced practitioners of human capital from 100 countries representing 49 organizations and organized a 2 days discussion on Indian business leadership essentials. Many questions had been discussed and answered with true spirit but lead the multiple answers again returned with questions.

The most confidence of current Indian business leader come from the Indian global players and hence, more and more Indian companies expand the business across the borders and assume roles internationally to build up the primary business structure. There needs an absolute deep competency for Indian business leaders in managing cross-culture traditions to meet the international customers need and expectations.

The researchers state that the talent and the talent innovation plans and policies are not relevant and adequate to enhance the business in international market. This is a serious and major challenge in Indian human capital landscape and needs an organized attention and executable procedures to align the talent innovation with business requirements. Researchers identified that the organizations struggle with diversity, e.g., gender diversity, regional diversity, cultural diversity, customs and traditional diversity, etc. The authors realize and envision distinct future within organizations and address the regional diversity to suffice the talent difference.

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Literature review: Employee's job satisfaction is influenced by leadership style as stated by Lashbrook. Bogler (2001, 2002), Heller *et al.* (1993), Mckee (1991), Judge and Piccolo (2004) have explored that the working environment and job satisfaction were also affected through leadership styles. Covey (2002) has identified that the leadership style also influenced through listening carefully to the subordinates and others (Chen and Chen, 2008; Ekundayo, 2010; Waterman, 2011). Davies (2002) has stated that the awareness is the most important factor for a leader (Waterman, 2011; Pekerti and Sendjaya, 2010; Ramer, 2008). Spears (1996) has explored that the foresight is the significant importance for a leader (Covey, 2002; Ramer, 2008; Waterman, 2011).

A number of researcher have explored a number of attributes for a good leader as follows; Stewardship (Ledbetter, 2003; Nelson, 2003; Ekundayo, 2010; Waterman, 2011), helping subordinates succeed (Rowe, 2003; Whetstone, 2002; Ehrhart, 2004; Liden *et al.*, 2008), sacrifice personal benefits (Reed *et al.*, 2011), emotional intelligence, make federations of corporations (Russell and Stone, 2002; Davis, 2003; Ledbetter, 2003), behave subordinates fairly (Smith *et al.*, 2004; Liden *et al.*, 2008; Johnson, 2008), managing organizational problem (Davis, 2003; Spears and Lawrence, 2003; House *et al.*, 2004; Hirtz *et al.*, 2007), emotion used for healing (Liden *et al.*, 2008; Spears, 1996; Waterman, 2011), concern for helping the community (Liden *et al.*, 2008), encourage debate (Reed *et al.*, 2011), concern for effects of decisions on community (Reed *et al.*, 2011), empathy (Spears, 1996; Thompson, 2002; Ekundayo, 2010; Waterman, 2011), recognize low morale (Pekerti and Sendjaya, 2010; Reed *et al.*, 2011), commitment to growth of others (Spears, 1996; Waterman, 2011), encourage for constructive criticism (Reed *et al.*, 2011, sensitivity to employee's personal obligations outside the workplace (Reed *et al.*, 2011), empowering subordinates (Russell and Stone, 2002; Ehrhart, 2004; Liden *et al.*, 2008; Freeman, 2011) creating trust (Russell and Stone, 2002; Davis, 2003; Joseph and Winston, 2005; Pekerti and Sendjaya, 2010), valuing people (Waterman, 2011; Freeman, 2011), treat people as ends rather than means (McCrimmon, 2010; Freeman, 2011; Waterman, 2011), bias towards action (Davis, 2003), conceptual skills (Spears, 1996; Starratt, 2004; Ehrhart, 2004; Liden *et al.*, 2008; Waterman, 2011), creating value for those outside the organization (Ehrhart, 2004; Liden *et al.*, 2008), Persuasion (Spears and Lawrence, 2002; Crippen, 2005; Ekundayo, 2010; Waterman, 2011), bias towards action (Davis, 2003), comfortable with technology (Davis, 2003), forming fair relationships with subordinates (Liden *et al.*, 2008;

Pekerti and Sendjaya, 2010), engages in community service and volunteer activities outside of work (Reed *et al.*, 2011), diversity and difference (Reed *et al.*, 2011), putting subordinates first (Ehrhart, 2004; Liden *et al.*, 2008; Gillet *et al.*, 2011), purpose and vision (Davis, 2003; Russell and Stone, 2002; Banutu-Gomez, 2004; Freeman, 2011), serve without any expectation of reward (Wong and Page, 2003; Liden *et al.*, 2008; Jaramillo *et al.*, 2009).

Relevance of study: The process of leading a collection of individuals to accomplish a common goal satisfying the complete requirements of the investors or respective participants is known as leadership. It's a mere fortune to find a leader with all leadership quality as leadership quality is an iteratively changeable quality over the time. Additionally, efficient leaders ensure to fetch out the best executions from employees through effective and careful directions as well as best management practices to motivate the sub-ordinates. The aggressive and leading leaders achieve these targets through a combination of natural capability and promises to expand their leadership progressive skills. Our main objective here in this study is to discover most important aspects that inspire individuals to be a great leader.

MATERIALS AND METHODS

This study is based on the primary data collection, where the original primary data is collected by a researcher. Most often the researcher actively involved to take up the opportunity to gather data whenever it is found that there are issues in the previously collected data. The collection of data could be executed through various ways, e.g., questionnaires surveys, telephone talks, experimentations and direct observations in the physical scenes. Our main data collection method is questionnaires surveys. This is a typical research instrument consisting of multiple questions and other formats for the sole purpose of assembling information from the participants. These questionnaires are designed for statistical analysis. We have also included open ended and close ended question to collect the most relevant information. We first use the open-ended questions to gather the facts and then, we collected the information from close ended question to ensure the sanity of the collected information. We primarily used the sampling technique on the collected data.

Random sample is subset of entities from a bigger set. Each entity is selected at random and by chance such that the probability of each entity of being chosen is same

during the entire sampling process. This process should not be jumbled with systematic random sampling process. This random sampling is an impartial surveying technique and is basic one as it could be plugged-in with other complex sampling mechanism. The main principle of this random sampling is that every entity has the same probability of being selected at random.

The other important challenge is to determine the sample size. Sample size is the number of entities in the chosen set in the random sampling techniques. This feature determination is important as the inferences of the study is completely based on the sample entities and over size and undersize sample may lead to a biased inference. The right size sample also should have the sufficient statistical power to provide the evidence to the inferences made on the sample data. The research has followed various statistical measurement techniques as follows.

Descriptive statistics: Descriptive statistics mainly intent to summarize the population behavior that is thought to represent the research study model. This exclusively has a descriptive statistic instead of an inferential statistic. In nutshell, the conclusion of post data analysis targets the inferential statics facts, at the same time the descriptive statistics presented the summary of the overall sample behaviors.

ANOVA: ANOVA is a collection of statistical representations to investigate the differences between group means and the respective methods such as variations. The variance is made varied with discrete values gathered from different sources and the result is observed. In simple term, ANOVA provides a way to test whether the means of several sampled group are equal or not. This is called t-test and applied on multiple groups. Multiple number of executions of t-test decreases the general cause of type-l error. Hence ANOVA is a useful evaluation method when applied on multiple (three or more) groups, ensures the sampling un-biasness and lead statistical significance results based on the impartial evaluated groups.

RESULTS AND DISCUSSION

Factor analysis: This is an important analysis technique which used to describe the variability among observed and unobserved variables. For instance, the variations in observed variables may reflect the variation in unobserved variable. Factor analysis searches for such variation between observed and unobserved variable. In general, the number of unobserved variables are less than the number of observed variable. The observed variables are formulated as linear combinations of factors plus error terms. The resulting information gained about the inter dependencies between observed variable is used to reduce the set of variable in a dataset. Low rank approximation is also a similar technique for observed variable. This factor analysis is initially applied on psychometrics, social sciences, behavioral sciences, marketing, operation research, product management and other applied sciences with large sized data.

Data Analysis (DA): This is an exploratory study. The study has been carried out in the state Odisha, India through Multistage sampling (Cluster and random) method. The sample size for this study is one hundred. The responses were collected through structured questionnaire of 61 attributes, after the pilot survey in the year 2016. The reliability and validity of the data has been tested through Cronbech's alpha test. The Cronbach alpha value is 0.788 which is more reliable for the study (Table 1).

Normality test has carried out through SPSS and it indicates that most of the parameters are normally distributed over the distribution. The significate of the data has tested through analysis of variance which has shown in Table 2.

The 'F' value is 18.67 which is very less than F_{alpha} value which signifies that the attributes are highly correlated for the analysis. As the Sig. value is 0.000 then our NULL hypothesis is true. Through KMO test we inferred that the data variability is high and suitable for the factor analysis.

Extraction communalities are estimates of the variance in each variable accounted for by the components. The communalities in Table 3 are all high which indicates that the extracted components represent

Table 1: Reliability statistics

Cronbach's alpha	Cronbach's alpha based on standardized items	No. of items
0.788	0.868	61

Table 2: ANOVA

Variables	Sum of squares	df	Mean square	F-value	Sig.
Between people	192.361	49	3.926		
Between items	934.273	60	15.571	18.67	0.000
Within people					
Residual	2451.399	2940	0.834		
Total	3385.672	3000	1.129		
Total	3578.033	3049	1.174		

Grand mean = 4.1639

Table 3: Communalities

Variables	Initial	Extraction
What is your gender	1.000	0.770
Listening carefully to others	1.000	0.840
Empathy	1.000	0.840
Recognize low moral	1.000	0.821
Foresight	1.000	0.854
Awareness	1.000	0.845
Persuasion	1.000	0.771
Stewardship	1.000	0.812
Sacrifice	1.000	0.807
Emotional healing	1.000	0.878
Fair subordinate	1.000	0.827
Emotional	1.000	0.886
Helping	1.000	0.857
Concern	1.000	0.853
Trust	1.000	0.821
Valuing people	1.000	0.786
Encourage debate	1.000	0.730
Diversity	1.000	0.904
Treat people	1.000	0.689
Obligation	1.000	0.848
Fair relationship	1.000	0.851
Criticism	1.000	0.828
Make federation	1.000	0.854
Decisions	1.000	0.863
Value organization	1.000	0.862
Biasaction	1.000	0.855
Comfort technology	1.000	0.787
Growth	1.000	0.900
Subordinate first	1.000	0.827
Vision	1.000	0.902
Engage	1.000	0.850
Empowering	1.000	0.793
No expectation	1.000	0.859
Concept skill	1.000	0.792
Risk taking	1.000	0.788
Social responsibility	1.000	0.750
Hardworking	1.000	0.864
Motive employee	1.000	0.859
Emotional intelligent	1.000	0.862
Global viewpoint	1.000	0.826
Seva service	1.000	0.801
Academic achivement	1.000	0.842
Formal education	1.000	0.825
Innovative	1.000	0.883
Coaching	1.000	0.786
Clarity	1.000	0.777
Spiritual quotation	1.000	0.852
Meditation	1.000	0.879
Leading with example	1.000	0.809
Commitment	1.000	0.854
Juggard	1.000	0.666
Time management	1.000	0.846
Adaptability	1.000	0.864
Creativity	1.000	0.902
Network	1.000	0.818
Street smart	1.000	0.767
Human	1.000	0.777
Experience	1.000	0.749
Courage	1.000	0.822
Response other	1.000	0.835
Calm	1.000	0.836

Extraction method: principal component analysis

the variables well. If any communalities are very low in a principal components extraction, you may need to extract another component.

Table 3 shows that most of the value are more than 0.7 which indicates there is a commonness in the questions and the attributes are highly correlated. The communalities for the ith variable are computed by taking the sum of the squared loadings for that variable. This is expressed:

$$\hat{h}_i = \sum_{j=1}^m \hat{l}_{ij}^2$$

Table 4 indicates the total variance explained and the description is as follows. The total variance explained by the initial solution, extracted components and rotated components is displayed through a matrix.

The eigen value indicates the amount of variance for each component accounted for the attribute. The total column indicates the amount of importance of the attribute as a whole.

The percentage of variance column indicates the ratio, expressed as a percentage of the variance accounted for by each component to the total variance in all of the variables.

The cumulative percentage column indicates the percentage of variance accounted for by the first n number of components. For example, the cumulative percentage for the second component is the sum of the percentage of variance for the first and second components.

For the initial solution, there are as many components as variables and in a correlations analysis, the sum of the eigenvalues equals the number of components. You have requested that eigenvalues >1 be extracted, so the first three principal components form the extracted solution.

The second section of the table shows the extracted components. They explain nearly 82.627% of the variability in the original Nineteen variables, so you can considerably reduce the complexity of the data set by using these components with only a 17.273% loss of information.

The rotated component matrix helps you to determine what the components represent. The first component is most highly correlated (Table 5). The component matrix indicates that the first component will be honesty and which represents 14.27% of our problem domain. Similarly, the second component will be creativity which represents 7% of our problem domain. Similarly, the components can be extracted whose factor loading value is more than 0.65. If a column or attribute having 0.65 in two or more cases then these questions can be clubbed and formulate a new attribute. Out of the Nineteen component, the first four component can be formulated as follows. Component; 1

Table 4: Total variance explained

Components	Initial eigenvalues			Extraction sums of squared loadings		
	Total	Variance (%)	Cumulative (%)	Total	Variance (%)	Cumulative (%)
1	8.740	14.327	14.327	8.740	14.327	14.327
2	4.418	7.243	21.570	4.418	7.243	21.570
3	4.134	6.778	28.347	4.134	6.778	28.347
4	3.614	5.924	34.272	3.614	5.924	34.272
5	3.279	5.376	39.647	3.279	5.376	39.647
6	2.793	4.579	44.227	2.793	4.579	44.227
7	2.662	4.364	48.590	2.662	4.364	48.590
8	2.393	3.923	52.513	2.393	3.923	52.513
9	2.294	3.760	56.273	2.294	3.760	56.273
10	2.273	3.726	59.999	2.273	3.726	59.999
11	2.132	3.496	63.494	2.132	3.496	63.494
12	1.899	3.114	66.608	1.899	3.114	66.608
13	1.778	2.914	69.522	1.778	2.914	69.522
14	1.641	2.690	72.212	1.641	2.690	72.212
15	1.480	2.426	74.638	1.480	2.426	74.638
16	1.380	2.263	76.901	1.380	2.263	76.901
17	1.340	2.197	79.098	1.340	2.197	79.098
18	1.142	1.873	80.971	1.142	1.873	80.971
19	1.010	1.656	82.627	1.010	1.656	82.627
20	0.992	1.626	84.253			
21	0.954	1.565	85.818			
22	0.759	1.244	87.062			
23	0.737	1.207	88.269			
24	0.716	1.174	89.443			
25	0.663	1.087	90.530			
26	0.640	1.050	91.580			
27	0.582	0.954	92.534			
28	0.502	0.824	93.358			
29	0.498	0.816	94.173			
30	0.462	0.758	94.931			
31	0.408	0.669	95.601			
32	0.374	0.613	96.213			
33	0.330	0.541	96.755			
34	0.280	0.460	97.214			
35	0.279	0.458	97.672			
36	0.228	0.373	98.046			
37	0.216	0.354	98.400			
38	0.199	0.326	98.726			
39	0.146	0.239	98.965			
40	0.130	0.212	99.177			
41	0.121	0.198	99.375			
42	0.090	0.147	99.523			
43	0.071	0.116	99.639			
44	0.058	0.095	99.734			
45	0.048	0.078	99.812			
46	0.041	0.067	99.880			
47	0.037	0.061	99.940			
48	0.023	0.038	99.979			
49	0.013	0.021	100.000			
50	8.392E-016	1.376E-015	100.000			
51	6.170E-016	1.012E-015	100.000			
52	4.178E-016	6.849E-016	100.000			
53	1.799E-016	2.950E-016	100.000			
54	5.371E-018	8.805E-018	100.000			
55	-1.655E-016	-2.713E-016	100.000			
56	-4.666E-016	-7.649E-016	100.000			
57	-6.724E-016	-1.102E-015	100.000			
58	-7.667E-016	-1.257E-015	100.000			
59	-8.965E-016	-1.470E-015	100.000			
60	-9.511E-016	-1.559E-015	100.000			
61	-1.309E-015	-2.146E-015	100.000			

Extraction method: principal component analysis

can be extracted from the rotated component matrix. The attribute no. 10; emotional healing, 12; emotion and 39; emotional intelligent will be merged and the attribute "EQ-emotional quotient" can be framed.

Table 5: Component matrixa

Matrix	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
1	0.053	0.015	0.127	0.142	-0.268	0.525	0.339	0.094	0.083	-0.193	0.154	0.114	-0.296	0.142	0.109	-0.209	0.103	0.059	0.043
2	-0.126	-0.374	0.322	0.266	0.348	0.008	0.012	0.047	0.142	-0.365	-0.104	-0.140	0.307	0.133	0.085	0.012	-0.248	0.098	0.110
3	0.176	-0.120	0.303	0.096	0.191	-0.142	0.257	0.016	0.278	0.449	0.315	-0.013	0.209	-0.134	0.139	-0.114	-0.259	0.026	0.175
4	0.159	0.125	0.306	0.313	0.231	0.093	0.121	0.034	-0.468	0.189	0.329	-0.053	0.087	-0.174	-0.051	-0.197	0.104	-0.165	-0.169
5	0.306	-0.309	0.479	-0.030	0.172	-0.015	-0.490	0.015	-0.123	0.190	0.080	-0.147	0.204	-0.126	0.093	-0.011	0.121	0.036	-0.052
6	0.323	-0.069	0.684	-0.106	0.376	0.050	-0.354	-0.090	-0.322	-0.159	-0.210	0.188	-0.174	-0.318	0.125	-0.200	0.118	0.047	0.035
7	0.052	0.235	0.429	-0.140	0.201	0.080	0.046	0.010	0.276	0.114	0.196	0.218	0.079	-0.056	0.093	-0.067	-0.229	-0.074	-0.453
8	0.167	0.273	0.408	0.148	0.151	-0.056	0.092	0.076	-0.245	0.113	0.226	0.465	0.108	-0.168	-0.002	0.224	-0.176	0.060	0.131
9	0.146	0.108	-0.086	-0.142	0.228	-0.200	0.260	0.318	0.339	-0.141	0.212	0.228	0.261	-0.242	-0.086	-0.100	0.329	0.029	-0.014
10	0.675	-0.228	-0.005	0.181	-0.143	0.052	0.240	0.207	-0.103	-0.263	0.102	-0.160	0.106	0.110	0.111	-0.197	-0.101	0.095	-0.073
11	0.336	-0.360	-0.036	0.597	0.007	-0.080	0.066	0.217	-0.169	0.093	0.196	-0.161	-0.110	0.094	0.188	0.053	0.033	-0.055	0.070
12	0.725	0.031	-0.249	-0.243	-0.281	-0.001	-0.014	-0.122	-0.181	0.675	0.147	0.224	0.061	0.109	0.188	-0.009	0.242	0.009	-0.007
13	0.616	0.228	0.123	-0.015	-0.339	-0.171	0.163	-0.093	-0.065	0.005	-0.024	-0.210	-0.186	-0.003	0.242	0.068	-0.029	0.283	0.052
14	0.601	-0.091	0.231	-0.279	-0.046	-0.310	0.042	-0.334	-0.001	-0.180	0.071	0.063	0.262	-0.087	0.061	-0.010	-0.024	0.056	0.126
15	0.399	0.125	0.397	-0.114	-0.004	-0.298	-0.401	0.221	0.143	-0.089	0.015	0.002	-0.229	0.243	0.117	-0.063	-0.090	0.010	-0.101
16	0.358	0.163	0.760	0.250	-0.005	-0.126	-0.333	0.257	0.147	0.125	-0.326	0.204	-0.017	0.174	-0.063	-0.058	0.090	-0.125	0.035
17	0.138	0.231	-0.007	-0.200	0.413	0.055	0.139	-0.198	0.126	0.117	-0.143	0.133	-0.287	-0.041	-0.236	0.172	-0.295	0.197	0.148
18	0.501	0.073	0.292	0.014	-0.582	0.198	-0.060	-0.016	0.115	-0.014	0.020	0.126	0.101	0.123	-0.133	-0.016	0.015	0.066	0.321
19	0.205	0.237	0.366	-0.144	-0.110	0.336	0.375	0.216	0.103	0.133	0.050	0.204	-0.117	0.071	-0.055	0.132	0.102	-0.040	-0.008
20	0.325	0.255	0.311	0.026	-0.007	-0.043	0.462	0.069	0.204	-0.309	-0.186	-0.052	-0.053	-0.331	-0.005	0.131	0.224	-0.038	0.070
21	0.308	0.428	0.314	0.294	-0.065	-0.116	0.047	-0.443	-0.009	0.060	-0.312	-0.183	-0.045	0.009	0.047	-0.085	0.002	-0.076	0.141
22	0.637	-0.256	0.148	-0.015	0.199	0.291	0.059	0.079	-0.022	0.110	-0.262	-0.251	0.041	-0.135	-0.073	-0.038	0.054	-0.012	-0.161
23	0.042	0.126	0.026	-0.055	0.388	0.406	0.356	-0.021	-0.097	0.263	-0.325	0.083	-0.098	-0.154	0.363	0.077	0.048	0.164	-0.003
24	0.415	-0.353	0.260	0.116	0.368	0.328	0.208	0.107	-0.129	0.273	0.102	-0.038	-0.132	0.134	0.122	0.078	0.058	0.093	0.124
25	0.263	0.313	0.070	0.463	0.025	0.101	0.082	-0.442	0.166	0.229	-0.033	0.169	-0.020	0.304	-0.124	0.020	-0.157	-0.140	0.010
26	-0.063	0.090	-0.096	0.046	0.028	-0.280	0.253	0.106	-0.219	0.089	-0.481	-0.374	0.302	0.081	0.126	0.221	0.292	-0.015	0.043
27	-0.288	0.095	0.093	-0.329	0.451	0.180	0.054	-0.088	-0.110	-0.209	0.257	-0.109	0.239	0.103	0.057	0.090	0.086	0.089	0.322
28	0.234	0.243	0.036	0.308	0.110	-0.345	0.122	-0.439	0.180	-0.133	0.330	0.097	-0.073	0.002	-0.112	-0.089	0.376	0.025	-0.121
29	0.244	0.074	-0.044	0.356	0.458	-0.260	0.029	0.024	0.068	0.029	-0.072	0.051	-0.127	0.459	0.002	-0.001	0.120	0.316	0.015
30	0.504	-0.289	0.507	-0.054	-0.104	0.035	-0.109	0.047	0.164	-0.063	0.158	-0.111	0.063	0.224	0.079	0.118	0.288	0.103	-0.206
31	0.509	-0.482	-0.305	-0.042	0.224	-0.075	0.021	-0.213	0.143	-0.035	0.101	0.032	0.085	0.182	-0.215	0.083	-0.017	-0.157	0.099
32	0.448	-0.005	-0.157	0.064	0.103	0.004	-0.266	-0.207	0.409	0.415	0.045	-0.093	-0.057	-0.018	-0.069	0.079	0.231	-0.055	0.136
33	0.314	-0.099	-0.587	-0.179	0.263	-0.182	0.190	0.018	0.084	0.085	0.043	0.148	0.063	0.119	-0.144	0.036	0.132	0.270	-0.258
34	0.454	0.379	0.114	-0.436	-0.092	0.152	-0.052	-0.167	0.170	-0.192	0.014	-0.163	0.077	0.156	0.029	0.125	-0.002	0.109	-0.160
35	0.412	-0.109	-0.117	-0.339	-0.043	0.000	-0.104	0.150	0.268	0.330	-0.168	-0.075	0.051	-0.357	0.006	-0.254	0.108	-0.082	0.127
36	0.493	-0.115	-0.356	0.129	-0.277	-0.016	-0.081	-0.282	0.164	0.033	-0.179	0.234	0.087	-0.182	0.043	-0.088	-0.036	0.142	-0.012
37	0.233	0.315	-0.621	0.163	0.137	0.023	0.074	0.168	0.124	-0.041	-0.071	0.197	0.193	0.013	0.352	0.123	-0.035	-0.078	0.037
38	0.463	0.065	-0.415	-0.198	0.152	0.108	-0.235	-0.014	0.078	-0.140	0.066	0.174	0.049	0.058	0.511	0.065	-0.060	-0.053	-0.009
39	0.719	-0.131	-0.025	-0.184	-0.302	-0.016	-0.028	-0.044	-0.279	-0.050	-0.053	0.178	0.135	-0.006	0.052	0.036	-0.182	0.162	-0.061
40	0.321	-0.358	-0.087	-0.440	0.073	0.478	-0.006	-0.164	-0.011	0.124	-0.039	-0.147	0.053	0.179	-0.111	-0.184	0.012	-0.117	-0.014
41	0.435	-0.237	-0.096	-0.442	-0.293	-0.248	0.374	0.017	0.072	0.035	0.065	0.022	0.193	0.031	0.005	-0.017	-0.113	-0.025	0.032
42	0.222	-0.197	-0.444	0.210	0.025	0.121	-0.077	0.002	0.233	0.084	0.314	-0.400	-0.218	-0.140	0.188	0.247	-0.084	0.029	0.020
43	0.285	0.428	-0.262	-0.143	0.162	0.076	-0.275	0.241	-0.236	0.134	0.246	-0.188	0.101	0.152	-0.167	0.203	-0.099	0.107	-0.117
44	0.324	0.564	-0.333	0.332	-0.127	0.145	-0.276	0.001	-0.159	0.137	0.017	-0.140	0.035	-0.171	-0.090	0.059	-0.085	0.108	-0.024
45	0.526	0.529	-0.066	0.191	0.012	-0.164	-0.022	0.052	0.018	-0.069	-0.070	-0.267	0.230	-0.050	0.038	-0.136	-0.048	-0.009	-0.008
46	0.367	0.077	-0.124	0.299	0.098	0.111	-0.231	-0.098	-0.030	-0.088	0.333	-0.139	-0.065	-0.264	-0.153	-0.353	-0.004	0.269	0.118
47	0.545	-0.464	-0.195	0.000	0.163	0.010	0.169	0.175	-0.161	-0.012	-0.111	0.149	-0.061	0.130	-0.312	-0.160	-0.052	0.084	0.051
48	0.563	-0.346	-0.088	0.013	0.119	-0.336	-0.035	0.257	-0.175	0.070	-0.178	0.128	0.005	-0.178	-0.243	0.158	-0.199	-0.026	0.018
49	0.548	-0.350	0.172	-0.087	0.044	-0.085	0.062	-0.255	-0.113	0.041	-0.279	0.027	-0.289	0.001	0.084	0.036	-0.095	-0.223	-0.168
50	0.478	-0.114	0.262	-0.249	-0.137	-0.047	-0.298	0.004	0.028	-0.226	0.119	0.085	-0.277	-0.162	-0.006	0.430	0.097	-0.009	0.044
51	0.195	0.163	-0.032	-0.128	0.236	-0.231	0.394	-0.407	-0.260	0.033	-0.064	-0.191	-0.082	-0.009	-0.079	-0.025	-0.004	-0.075	-0.161
52	0.367	0.182	-0.075	-0.018	0.358	0.240	-0.077	-0.267	-0.248	-0.282	0.220	0.037	0.093	-0.087	-0.118	0.316	0.090	-0.282	0.036
53	0.406	0.159	-0.095	0.331	-0.479	0.057	0.160	0.101	-0.432	-0.029	0.038	0.209	0.195	-0.012	-0.044	0.075	-0.005	0.024	-0.087
54	0.389	0.345	0.043	-0.355	0.044	-0.224	0.093	0.076	-0.186	0.070	0.189	-0.131	0.089	0.305	0.081	-0.200	-0.090	-0.396	0.180
55	0.332	0.467	0.002	-0.372	-0.108	0.003	0.009	0.385	0.023	0.130	0.108	-0.216	-0.284	-0.018	-0.130	0.047	-0.023	-0.086	0.090
56	0.300	0.337	-0.123	-0.142	-0.025	0.576	0.049	0.021	0.033	-0.120	-0.146	-0.184	0.140	0.022	-0.282	-0.110	-0.013	0.097	-0.039
57	0.176	0.213	-0.184	-0.261	0.213	-0.128	-0.143	0.183	-0.344	-0.148	-0.074	0.274	-0.247	0.208	0.028	-0.221	0.276	0.008	0.181
58	0.135	0.461	0.702	0.724	0.359	-0.098	-0.058	0.420	0.251	0.087	-0.237	-0.011	0.098	0.034	-0.088	-0.041	-0.100	-0.002	-0.041
59	0.290	-0.046	-0.303	0.076	0.013	-0.307	0.331	0.221	0.058	-0.147	0.207	-0.156	-0.474	-0.150	0.004	-0.047	-0.109	-0.180	-0.007
60	0.453	0.142	-0.350	0.142	0.195	0.297	-0.113	-0.045	0.164	-0.322	-0.076	0.172	0.013	0.012	0.234	-0.200	-0.086	-0.236	-0.027
61	0.360	-0.250	-0.095	0.492	-0.098	0.299	0.002	0.200	0.162	-0.038	-0.097	0.108	0.108	-0.008	-0.171	0.256	0.160	-0.244	0.000

1) What is your gender; 2) Listening carefully; 3) Empathy; 4) Recognize low moral; 5) Foresight; 6) Awareness; 7) persuasion; 8) Stewardship; 9) Sacrifice; 10) Emotional healing; 11) Fair subordinate; 12) Emotional; 13) Helping; 14) Concern; 15) Trust; 16) valuing people; 17) Encourage debate; 18) Diversity; 19) Treat people; 20) Obligation; 21) Fair relationship; 22) Criticism; 23) Make federation; 24) Decisions; 25) Value organization; 26) Bais action; 27) Comport technology; 28) Growth; 29) Subordinate first; 30) Vision; 31) Engage; 32) Empowering; 33) No expectation; 34) Concept skill; 35) Risk taking 36) Social responsibility; 37) Hardworking; 38) Motive employee; 39) Emotional intelligence; 40) Global view point; 41) Seva service; 42) Decision making; 43) Academic achivement; 44) Formal education; 45) Coaching; 46) Clarity; 47) Spiritual quotient; 48) Meditation; 49) Leading with example; 50) Commitment; 51) Juggard; 52) Time management; 53); Adaptability; 54) Creativity; 55) Network; 56) Street smart; 57) Human; 58) Experience; 59) Courage 60) Response other; 61) Calm extraction; Method: Principal Component Analysis; 19 components extracted

Component 2 can be extracted from the attribute no 44; academic achivement and formal education and the attribute "academic performance" can be framed. Component 3 can be extracted from the attribute no. 06; Awarenes and 16; valuing people and the attribute "age" Can be framed. Component 4 can be derived from attribute no 58; experience and the attribute "work experience" can be framed.

CONCLUSION

The success or failure of an organization is directly connected to the leadership style and the relevance of the founder's beliefs, values, to the current opportunities and constraints confronting the organization at a specific moment. The style of leadership affects performance, since, performance cannot be achieved in the absence of a leadership that can adapt to the changes and challenges of the environment that knows how to motivate the employees and that encourages them to take more ownership for their work. From this research research, we may conclude that emotional quotient, age, academic performance and work experience are four most important qualities required for a good leader.

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