

**Transformational Leadership in India: The Case of Naoroji (Naval) Pirojsha Godrej
(1916-1990)**

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The Case: Naoroji (Naval) Pirojsha Godrej (1916-1990).

Background

Godrej and Boyce Manufacturing Company Limited is more than a hundred years old, having a turnover of over Rs. 6,200 million and engaged in the manufacture of consumer durables and industrial products like safes, locks, office equipment, machine tools, process equipment, and typewriters. Since its inception, the company has been controlled by the Godrej family based in Mumbai, India. Its shares are not listed on any stock exchange. About 32% of the share capital is held by Pirojsha Godrej Foundation, a public charitable trust.

Over the last hundred years, what started as a small outfit making locks and safes, is today a beautiful industrial township of more than 3000 acres at Vikhroli including a factory, workers residences, a school, a training institute, and a recreation center. The brand Godrej is a household name associated with the finest quality (for a list of Godrej products their dates of introduction refer Annexure I).

One of persons instrumental in transforming Godrej into an industrial powerhouse was Mr. Naval Pirojsha Godrej or NPG as he was fondly called. NPG was the son of Mr. Pirojsha Godrej, and the nephew of Mr. Ardeshir Godrej, the founder of the Godrej Empire. From an early age, Naval was by his father's side assisting him in his business. Even though he never went to college, he had a keen sense of observation and a flair for machines. By working shoulder to shoulder with his factory workers, he not only picked up the nuances of engineering, but he also earned the respect of his people. He was very simple in his dress and behavior, a true Gandhian. He would hardly be seen at his desk, because he preferred to be on

the shop floor with his people. He was known to be always smiling, very humble, extremely approachable, and friendly with his people. Driven by the dream of India's industrial self-reliance, he is credited with starting a number of engineering related businesses for the first time in India like typewriters, machine tools, refrigerators, and the tool room (read Annexure I). Naval shared his father and uncle's obsession with quality. He never hesitated to reject even finished goods at high cost, if they did not meet stringent quality standards. In his later years, he took on the role of a spokesperson for the Indian machine tool industry. He also initiated a number of welfare projects and schemes for his workforce and his community.

One of the most significant achievements of NPG was the manufacture of the all-Indian typewriter in 1953. At that time, foreign typewriter manufacturers like Remington and Halda were established players in the market. Typewriters were made up of more than 1800 precision parts and manufacture was a highly involved process, but NPG decided to take the challenge and face the competition head on. Most other firms were content with selling foreign machines and making a good profit, however, NPG was inspired by the vision of a technologically self-reliant nation.

Even though Godrej had actually conceived the idea of typewriter manufacture as early as 1942, due to restrictions and wartime considerations, it was not possible to start production and production started only in 1953. Typewriter manufacturing required highly specialized machinery and high workmanship and before NPG's efforts, typewriters had never been made anywhere in Asia. NPG was the driving and inspiring force, providing all the designing, tooling, machining facilities, and supervising each process of manufacture. He established a quality control section and put a qualified engineer in charge of it. So particular was he of the quality that nothing short of world class would be satisfactory for him.

The first typewriter model, M-9 had a very hard touch causing fatigue to the typist. The next model was an improved M-8, which was followed by the "feather-touch" M-12.

Complaints kept pouring in until 1965 and often the engineers would lose hope in their project. However, at those times, NPG would keep pushing them to improve the quality until it became world class.

In 1970, another model, the lightweight and ergonomic Godrej AB was introduced. This product was also offered in a number of Indian and foreign languages. After a nine-year stint, the Godrej AB was followed by the PB Godrej typewriter, which offered the optimum combination of light touch and speed. The ribbon movement was specially designed; it had a better key lever mechanism, and gave 33% more ribbon usage. The culmination of this saga of engineering perfection, the Godrej Prima was introduced in April 1983 whose sales made the market share jump to over 65%. When Godrej started the National Speed Typing Championships, more than 30,000 people participated. What was earlier a boring office task was suddenly converted into a competitive sport. People competed with each other to improve their speed and accuracy and a number of people went on to win world championships or create world records using Godrej typewriters. For details of the production of the different models of typewriters, refer Annexure II and Annexure III.

In its long history of more than 100 years, there have been two instances during the 70s when Godrej had some labor trouble. During that period, the entire Thane–Belapur industrial belt was under the sway of an aggressively violent union leader Dr. Datta Samant. Specifically, during the years 1972 and 1979, the trouble was at its peak and some workers resorted to violence. Things came of a nadir, on January 8, 1979, when NPG was brutally stabbed at his residence, along with his daughter-in-law and mother-in-law. This act, incited by a powerful trade union leader in Mumbai, outraged the public at large. Even though NPG recovered from the attack, his health suffered greatly and he remained in pain for the remaining twelve years of his life.

NPG followed the family tradition of giving back to society in terms of wealth, time, and energy. The Godrej enterprise gave significant contributions to the World Wide Fund for Nature, The Bombay Environment Action Group, the Latur Earthquake Relief, the Andhra Cyclone Relief Fund, the Chief Minister's Relief Fund, and the Prime Minister's relief fund. Naval initiated the Foundation for Research in Community Health to provide meaningful health care to people living in villages and slums and set up a Primary Health Care Center in the village of Mandhwa near Mumbai.

Because of his attack, Naval had to undergo two major operations, and a number of blood transfusions. Since in those days, blood was not tested for hepatitis, Naval was infected and died of liver failure on August 8, 1990. It is a wonder that for one who had achieved so much, Naval was so little known except among his peers. He never gave interviews to the press and never appeared on the glossy pages of business magazines. Naval was essentially a very private person, and perhaps that is why he was denied his share of fame.

(The text so far has been substantially taken from Karanjia, 1997; 2000).

The current setting:

The year is 2007, a group of engineers has just returned from a training program on transformational leadership. The program discussed transformational leadership as described by Burns (1978) and elaborated by Bass (1985, 1998). Fresh with the new concepts learnt, they start discussing about one of the most respected leaders in their own organization, Mr. Naval Pirojsha Godrej (NPG).

Sathish: Hey people, we have been hearing and reading so much about transformational leadership. I wonder if we can actually distinguish a truly transformational leader from one who is not. Throughout the last three days, I have been

thinking about our NPG. He is so respected and loved in our company, I wonder if he would pass the test. I mean, can he be called truly transformational as defined by Burns (1978)?

Rajesh: Yes Sathish, you are right! I too have been thinking. Ever since I joined the organization 3 years ago, I have been hearing stories about him. Many workers even have his photograph in their lockers. Was he merely a hero born out of circumstances or did he really transform his followers?

Sathish: My boss narrated to me an incident about NPG, which really touched me. It was in the early fifties; new punching machines had been recently procured. Each machine had to be lifted and held against the press side so that the fitter could align and bolt it properly. There were just two persons in the plant and this procedure needed three people. When NPG came for his morning round, he asked why the machines were not ready. On being told the reason, he rolled up his sleeves and helped the supervisor and the fitter to align and start the machines. Now isn't this the sign of a good leader?

Rajesh: I have also heard of an instance when NPG noticed some litter lying on the floor. He picked up what looked like a ball of cotton waste, and removed from it, a brass key blank. He handed over the brass key to the supervisor and threw away the cotton waste. Later, the supervisor called together all the workers and narrated the incident to them as a fine example to be followed. NPG did indeed show many instances in which his followers were inspired to respect him as a role model.

Sathish: I think NPG showed all the characteristics of a transformational leader as described by Bass (1985, 1998). Let me explain. Let us start with Idealized

Influence or charisma. NPG set an ideal of exemplary character, which made his followers respect and identify with him. People almost worshiped him, and if any of them ever came across him, they were touched by his humility and concern. He was also used to taking risks and consistently doing the right thing, thereby setting a standard for others to follow. When a machine sold 8 years back to a customer developed problems, without hesitation, he took the machine back to the plant, completely refurbished it, and returned it to the customer with no charge.

Even on the personal front NPG was never afraid of taking risks to do the right thing. Once, when a crowd of workers had surrounded his car, he promptly got out of the car, sat on the bonnet, and started answering their questions with a smile. In this way, he won over their hearts, and departed amidst loud cheering and applause.

Rajesh: That is true. Even if we look at the outcomes of charisma, it is clear that NPG was highly admired, respected, and trusted by all.

Sathish: Now let us look at the second factor of leadership according to Bass (1998) i.e. inspirational motivation. NPG had a vision for a strong and self-reliant India. He urged his people to develop excellent products in line with global standards. When the first typewriters were being developed, he was never happy with mediocre quality, he would always ask, “Is it as good as a Remington?” Even for the Godrej school, he wished it to be an extraordinary and unique institution.

Rajesh: The fact that Godrej has become a household name synonymous with quality is testimony to the fact that NPG was successful in his mission. In all product

categories, be it locks, typewriters, refrigerators, forklifts, or office equipment, Godrej enjoys a near monopoly in the market.

Sathish: Now as regards the third factor of leadership i.e. intellectual stimulation, we were told in the program that it is doubtful whether this factor is really an asset in the Indian context. However, we find a few instances of this behavior also displayed by NPG. NPG often provoked his people and challenged them to think of better ways of improving the product and process. Once when a supervisor, who was fed up with the boring and restrictive nature of his job wanted to resign, NPG gave him full autonomy, and challenged him to increase the production within six months. The supervisor took on the challenge, and after six months, the production of cupboards had increased by more than 75%.

Rajesh: In the Indian context, perhaps it is best to use Intellectual stimulation sparingly. It is effective only with those who are ready to think independently and do not feel threatened by independence.

Sathish: Of all the facets of transformational leadership, I think NPG was most respected for the fact that he treated every individual like a complete human being and not just an employee. It was this behavior of individualized consideration, which set him apart from many other business leaders, including his father, Mr. Pirojsha Godrej. I have heard of so many instances when NPG, touched by the conditions of the workers, took steps to improve their lot. For example, once he noticed a very weak machinist in the workshop. He called on the supervisor and inquired as to why he looked so weak. Then he told the worker, "You don't look well. See a doctor, and take proper treatment. And don't worry about the cost." Later in the afternoon, he called the supervisor and

told him to remind the machinist to see a doctor.

Rajesh: Of this, I have also heard a very humorous version. One day, NPG was showing some foreign visitors around the typewriter assembly area in the afternoon after lunch. As the group moved between the machines, they found a worker, snoozing peacefully after having adjusted his body on three typist's chairs lined up in a row. NPG was completely embarrassed, but at the same time, he was intrigued as to how the worker had been able to adjust his limbs into that contorted position and yet fall asleep. The next day when the worker came to learn of this incident, he expected a reprimand. However, instead he found that NPG had made arrangements for a dining room and a rest room for the workers.

Sathish: Therefore, as I said earlier, NPG has showed all the four characteristics of a transformational leader as defined by Bass (1998). Hence, I am certain that he can be called truly transformational.

Rajesh: Do you remember the trainer briefly introduced some of the Indian theories of leadership in the training program? The most prominent theorists mentioned by him were Jai B. P. Sinha, Ishwar Dayal, Pradip N. Khandwalla, Pritam Singh, and Asha Bhandarkar. Would it not be more appropriate for us to evaluate NPG using some of these theories? In fact, even the study by Singh and Krishnan (2005) using the grounded theory approach, identified seven unique Indian dimensions of leadership (i.e. nurturant, personal touch, expertise, simple-living-high-thinking, loyalty, self-sacrifice, and giving-model-of-motivation). Given all this, it is only fair that NPG is evaluated by the standards of "Indian leadership."

Sathish: I remember all the theories that you mentioned, however, I doubt whether these are truly distinct. Especially since, there has to date been no empirical study to show the impact of these unique Indian dimensions over and above the impact of Bass' (1985; 1998) factors. In other words, I feel that these may be just superficial manifestations of Bass' (1985; 1998) factors which have been customized to suit Indian culture.

Rajesh: Everything that you say seems correct, Sathish. However, I still have one concern. You will remember that there were some labor unrests in Godrej in 1972 and in 1979. In fact, in 1979, NPG and his family were brutally attacked by an irate worker. I wonder, if he was such really so transformational, how come that there was still the labor unrest in his organization?

Sathish: Oh! Those were turbulent times for the entire region, and Godrej being located in Vikhroli was in the center of the labor unrest in that period. There was no way any industrialist could have escaped the onslaught of those vicious labor union leaders those days.

Rajesh: Ok Sathish, even if we grant that the labor crises of 1972 and 1978 were a product of the times. According to Burns (1978: 3), "the effectiveness of leaders must be judged not by their press clippings but by actual social change measured by intent and by the satisfaction of human needs and expectations." Burns (1978) also predicts, "transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and led" (p. 20). Now, what evidence do we have that NPG satisfied the human needs and expectations of his followers in such a manner that it raised their level of human conduct and ethical aspirations?

Empirical Investigation of Leadership Behaviors

In order to understand the leadership style of NPG in more detail, Sathish and Rajesh started doing some research on NPG. Firstly, they thoroughly read two books published about NPG and the Godrej family (Karanjia, 1997; Karanjia, 2000). From both these books they could extract 26 instances of NPG's leadership behaviors.

In addition to this, they circulated a questionnaire to almost 50 employees who had known NPG when he was alive. Following Bass (1985: 29), the questionnaire contained four questions describing the outcomes of transformational leadership (the complete questionnaire is shown in Annexure IV). Of the 50 employees who were given the questionnaire, ten employees responded to it within a span of a week. The responses to the questionnaire yielded another 20 instances of leadership behaviors, making a total sample of 46 leadership behaviors of NPG (shown in Annexure V)

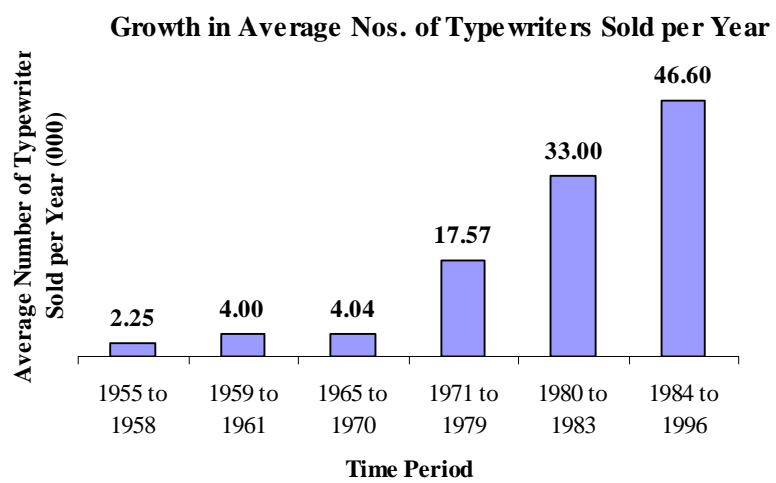
Trigger questions:

1. Once Sathish enumerated instances giving evidence of NPG having the four qualities of a transformational leader, he concludes that NPG is indeed a transformational leader. Do you agree with his conclusion? Do you think Sathish and Rajesh have correctly classified the instances described?
2. Explore the instances described in the light of the Indian theories of leadership and under which of these theories, does NPG qualify as a good leader?
3. Respond to Rajesh's comment about the industrial relations scenario during NPG's time. Is Sathish's explanation satisfactory?
4. Respond to Rajesh's query. Does NPG qualify as a transformational leader according to Burns (1978) conception of moral leadership?

Annexure I

Chronological List of Godrej Products from 1897 to 1992

<i>Sr No.</i>	<i>Product Name</i>	<i>Year of Launch</i>
1	Locks	1897
2	Security equipment (safes)	1902
3	Soaps and toiletries	1918
4	Storwels, filing cabinets, steel/office	1918
5	Furniture & office systems	1923
6	Safe deposit vaults	1935
7	Tool room, hospital equipment, and library stacks	1935
8	Machine tools	1942
9	Manual typewriters (First All-India Typewriter)	1955
10	Steel doors and windows, ERW Tubes and multiflex storage systems	1956
11	Refrigerators	1958
12	Forklift trucks	1961
13	Steel foundry	1965
14	Process equipment	1976
15	Electronic typewriters	1985
16	Dot matrix printers and CAD/CAM systems	1989
17	FAX machines	1992

Annexure II

Annexure III**Models of Typewriters Made by Godrej over the years**

<i>Time Period</i>	<i>Model</i>
1955 to 1958	M - 9
1959 to 1961	M - 8
1965 to 1970	M - 12
1971 to 1979	Godrej - AB
1980 to 1983	PB - Godrej
1984 to 1996	Godrej Prima

Annexure IV

Questionnaire for Leadership Behaviors of NPG

Given below are 4 examples of how a leader can lead his followers. For each of the questions try to think and identify one or more instances when Mr. Naval Godrej displayed those characteristics. You may have been personally involved in the incident or you may have heard it from a friend. Describe the incident in terms of what was the background of the issue, what Mr. Naval Godrej did in the situation, and how you and the other employees felt about it at that time.

1. Mr. Naval Godrej influenced you to work harder than you originally thought you could.
2. Mr. Naval Godrej influenced you to go beyond your self-interests for the good of the group or organization.
3. Mr. Naval Godrej made you aware of important issues, which you were not aware of earlier.
4. Mr. Naval Godrej made you think of higher-level goals in your life, which you had not thought of earlier.
5. Are there any other thoughts or incidents about Mr. Naval Godrej that you would like to share? Please feel free to write them here.

Annexure V

List of Leadership Behaviors of NPG

Sr. No.	Description of Behavior
1	He was very simple in his dress and behavior, a true Gandhian. This behavior impressed everyone (Karanjia, 2000: 43).
2	He was hardly at his desk, and spent his time moving all over the plant, amongst the men and machines. Ever willing to learn, he would never hesitate to soil his hands or even ask questions to the workmen (Karanjia, 2000: 43).
3	He insisted on quality and never hesitated to reject even finished goods which were of bad quality. On one occasion, he rejected a number of dies made for a cooking range (Karanjia, 2000: 46).
4	He told his people that he wanted "a perfect product in the market" and that he would in no way compromise on quality (Karanjia, 2000: 85).
5	New machines could not be installed due to shortage of manpower. On being told the reason, he rolled up his sleeves and helped the supervisor and the fitter to align and start the machines (Karanjia, 2000: 48).
6	He saw some litter on the floor. He picked up what looked like a ball of cotton waste, and removed from it, a brass key blank. He handed over the brass key to the supervisor and threw away the cotton waste (Karanjia, 2000: 48).
7	When a dissatisfied employee handed in his resignation letter, he challenged him saying, "Okay, I am giving you six months. Prove yourself, or you're out." The employee took on the challenge and increased the production by 75% (Karanjia, 2000: 50).
8	When the plans of the new factory were presented, he rejected a number of plans, until they finally realized that the first plan was the best. When he was asked, why he rejected it the first time. He said, "to make you think!" (Karanjia, 2000: 51).
9	Had a dream of manufacturing the first all-Indian typewriter to contribute to India's economic growth. Since there were no indigenous manufacturers of typewriters, the British companies were making a huge profit on the typewriters that they sold in India. He called his most trusted engineers and shared his dream (Karanjia, 2000: 61).
10	He genuinely cared for his people and never considered himself higher or superior to them. He always inquired about their families and how they were doing in life (Karanjia, 2000: 66).
11	Once he noticed a very weak machinist in the workshop. He called on the supervisor and inquired all about the person and why he looked so weak. Then he told the workman, "You don't look well. See a doctor, and take proper treatment. And don't worry about the cost." Later in the afternoon, he called the supervisor and told him to remind the machinist to see a doctor (Karanjia, 2000: 66).
12	On seeing a physically handicapped mechanic returning from a service call, he issued instructions that he should not in future be sent to attend outdoor duties (Karanjia, 2000: 67).

13	When he was showing some foreign visitors around the typewriter assembly area one afternoon, he found a workman, sleeping soundly across three chairs after a hard days work. He was embarassed, and the worker expected a reprimand. However, the next day, he ensured that arrangements were made where staff members could dine and relax during their breaks (Karanjia, 2000: 67).
14	Would sit on the floor and discuss with workmen. He would also attend their funeral at times (Karanjia, 2000: 68).
15	He worked with his people often late into the night for days on end trying to perfect the product (Karanjia, 2000: 79).
16	Was the first in India to launch a number of products (Karanjia, 2000: 83).
17	During World War II, he worked from 6am to 12 midnight, and supported the war efforts. During that time since it was difficult to import machines, he started manufacturing these (Karanjia, 2000: 95-96).
18	A machine was sold and after 4-5 years of good service, they had some problems. Without hesitation, the machine was brought back to the plant and repaired and made perfect and sent back to the customer at no cost (Karanjia, 2000: 102).
19	When an valuable employee desired to leave in order to pursue his own writing career, he happily blessed him and let him go (Karanjia, 2000: 209)..
20	In one incident, a large crowd of workers obstructed his car. Immediately, he stepped out of the car, sat on the bonnet, and smiled at them. The workers shot all kinds of questions at him, which he calmly answered. In this way he won over their their hearts and was allowed to leave amidst heavy cheering (Karanjia, 2000: 216).
21	Productivity to him was an attitude of mind which would enable the workers to achieve better results for their efforts, lower costs, reduce time, and derive the satisfaction and sense of fulfillment that comes with doing a job well. He tried his best to instill this attitude in his workers. It would change their outlook, make them concentrate on the contribution they were making rather than on the rewards they would be getting and inspire them to devise better and more effective methods of doing the job (Karanjia, 1997: 204).
22	When an employee who was quite outspoken by nature apologized to him when he was retiring, he said, "we need people like you. What is the point of having only yes-men? (Karanjia, 1997: 204).
23	I was exiting the washroom and nearly collided with 'a person in white' carrying an old fashioned umbrella. I was so taken aback, when I raised my eyes and realised with whom I had nearly bumped into, that all I could do was stammer an apology. And to add to my consternation Sethji just smiled at me benignly and walked by! I was still in a daze when I resumed my work refusing to believe that that was my employer whom I 'accidentally' met with. And as is said, 'the first impression is the last impression', I still carry that benign smile of Sethiji in my mind's eye (Respondent 1).
24	It was a practice amongst all employees that our employer should be the first invitee to an auspicious occasion. I approached the door and I saw Sethji standing at his desk looking at me with a welcoming smile on his face taking in the invitation card in my hand. I just had the time to say, 'Good Morning, Sethji' when he asked me, 'Getting married?' And then proceeded to ask me about my wife-to-be what she did and where was she from. And with a smile he wished me luck and the meeting was over (Respondent 2).

25	From the age of 17, till Feb 2000 I used to wear only white khadi. (Sethji also used to wear white khadi.) He used to look at me approvingly. Though no words were spoken I knew the message was that he liked my outfit. While passing by he would raise his hand in a peculiar, loving manner & wish you even before you could wish him! (Respondent 4).
26	One day I was not able to start my vehicle. Coincidentally Sethji was nearby that time. He called me & asked, "do you find regular problem with this vehicle? If this a regular problem take it up with auto dept /supplier and get it repaired." (Respondent 5).
27	He was a great role model, his standards were high, his expectations were high. He always wanted to know if we were the best school. In my opinion we grew to be a unique institution, very different from the rest (Respondent 6).
28	"I was interviewed by Sethji in 1982. Within a few minutes, I was at complete ease and the atmosphere around was informal and relaxed that I forgot I was being interviewed. Sethji had this rare quality of bringing himself to the level of the person he was communicating with. He was always approachable and had a warm smile which radiated warmth and joy to the people who surrounded him. These qualities were a motivation in itself for one to give his best to the organization" (Respondent 3).
29	He helped form the industry association and also started hosting the industry fairs. Soon he became an authority on the industry and would represent the industry to government and international bodies (Karanjia, 2000: 106).
30	Laid down an environmental policy for the construction department (Karanjia, 2000: 125).
31	He personally supervised the planning for the staff houses and ensured that they all had cross ventilation (Karanjia, 2000: 128).
32	He insisted on a world-class school for the employees' children (Karanjia, 2000: 128).
33	"He was very enthusiastic and had high expectations from us. He used to visit plant quite often and give good suggestions. Later he would come back and check if we had implemented his suggestions" (Respondent 7).
34	"He always stressed on team work. As a result of this, even though I was in the service department, I started considering myself as a member of the production team" (Respondent 7).
35	"He always insisted that we should make such robust machiens that the customer would enjoy using them" (Respondent 7).
36	"He was very concerned about customer satisfaction. He would tell us to put ourselves in the customers' shoes, experience their pain, and then take actions to remove it" (Respondent 7).
37	"He was very quality conscious. Once we were working late in the evening to give final touches to the exhibition machine. He came to us and told us, "You have done a good job for the machine accuracy; however the machine color combination is not good. Remember the first impression is the last impression." We repainted the machine as per his suggestions. On the first day of exhibition, he came to us and appreciated the efforts taken by us" (Respondent 7).
38	"He use to always stand beside the workers during any new installation of any machine and use to assist them during the installation and use to give new ideas once in such incident he helped me and worked with me during one such erection of a machine he also stood with me till the end" (Respondent 8).

39	"Once he had come to me during his regular visits in the plant. He just stood besides me and started watching my work and after that he said that if we work with this dedication this is indirectly helping the company reach its final goal would help the company reach newer heights. He also said that if we are facing with any problem we could directly interact with him" (Respondent 8).
40	"Whenever he he came to my plant, he used to always greet us. Sometimes he would pat my back, whenever I use to work for a overtime. He would often stand next to me while I was working and enquire about my family" (Respondent 8).
41	"Once during the interaction with Sethji, he felt that I was unable to handle the problem due to lack of the knowledge in that part so he personally send me to Delhi for a Training about the machine so that I was well versed with the machine" (Respondent 9).
42	"He showed us by his own life that only by being simple and by working hard can we come ahead in all walks of life. He proved this by his interaction with all his employees and solving the problems at root level" (Respondent 9).
43	"Sethji himself helped me during the rework of a machine and also help me in the alignment of the machine and stood there with me till the end. He worked with me for almost a shift till the work was completed" (Respondent 9).
44	"Sethji had good eyesight and a great memory to support it. Whenever he visited any plant he took a sharp view of all the activities. If he found any part lying on shop floor or any machine is not working, he used to find a solution for it .He had good knowledge of machines and their mechanism" (Respondent 10).
45	"He considered all Godrej employees as part of his family. In every meeting or conference he always addressed as us as his family and not as workers" (Respondent 10).
46	"Sethji was aware of company policies and rules, one time during his visit to the plant just five minutes before lunch hours, he found that one worker was having his lunch. He directly went towards the worker and told him that that was his the first & last time and that he should not repeat the behavior. He honored discipline but always took care of people" (Respondent 10).

Teaching Note

Teaching Objectives

The case study of the life and leadership of NPG serves to highlight several important issues in the area of leadership and organizational behavior. Firstly, the case describes the behaviors of a leader who was able to evoke in his followers the highest levels of devotion and dedication to the organization. Often, students are able to understand conceptually the dimensions of transformational leadership but are unable to relate it to their real world experience. Examples from politics like Mahatma Gandhi and Martin Luther King, Jr. help students to get an idea of the behaviors of transformational leaders; however these examples do not highlight leadership behaviors in an organizational context. The list of behaviors of NPG provides the students with a clear understanding of transformational leadership behaviors in the context of an Indian organization.

Secondly, while there are a number of Indian theories of leadership, there has been no evidence on the relationship between Bass' (1985; 1998) factors of transformational leadership and the factors of transformational leadership described by the Indian theories (Singh & Krishnan, 2005). By systematically going through each of NPG's leadership behaviors and attempting to classify them according to the different categories of leader behaviors, students are able to get an understanding of the relationship between the international and Indian factors of transformational leadership.

Finally, the case stimulates a discussion on the nature of moral leadership and the difference between heroes and ideologues as described by Burns (1978).

Bass's (1985; 1998) factors of transformational leadership in the Indian context

A Comparative Quantitative Analysis of Leadership Behaviors

Based on the biographical material and the results of the questionnaire circulated, we had a list of 46 behaviors exhibited by NPG. These behaviors were content analyzed qualitatively by a panel of four experts. The experts were third year doctoral students in the area of organizational behavior and three of them had completed a specialized elective course in transformational leadership. The experts individually classified each of the 46 instances of leader behaviors into 15 categories comprising of: Bass' (1985; 1998) four factors of transformational leadership, Bass' (1985; 1998) three factors of transactional leadership (i.e. contingent reward, active management by exception, and passive management by exception), Bass' (1985; 1998) factor of laissez-faire leadership, and Singh and Krishnan's (2005) seven unique Indian dimensions of leadership (i.e. nurturant, personal touch, expertise, simple-living-high-thinking, loyalty, self-sacrifice, and giving-model-of-motivation). Since, there is no prior evidence of the exclusiveness of the categories and since one of my objectives was to understand commonalities between the international and Indian dimensions of leadership, the experts were allowed to classify a behavior into more than one category.

Analysis-Frequency of leadership behaviors. Each of the four experts identified 60, 72, 76, and 76 instances of leadership behavior from the 46 incidents described (some incidents were classified under more than one category of leadership behavior). Identification of an incidence against a certain category of behavior was given a score of one and non-identification of an incidence against a certain category was given a score of zero. Since 26 of the 46 incidents were derived from published books (Karanjia, 1997; 2000), these could be selected based on the author's views and do not give an unbiased sample of leadership behavior. Hence, for all the further analyses, only the 20 incidents which were recalled by

followers who had personally interacted with NPG were used. For each instance of behaviors, the scores on the 15 categories were calculated by calculating the simple average across the four experts. The frequency of the 15 categories of behavior was identified in two ways. Firstly, the average scores for each category of behavior were calculated across the 20 instances and secondly, the total number of incidents in which that behavior was seen was counted. Results of the frequency of the different categories are shown in Table 1. The results show that the most commonly displayed behaviors are personal touch, idealized influence, and inspirational motivation (even though the frequency of nurturant behaviors is highest, the findings are not consistent across the panel of experts). This finding is line with what is indicated by Singh and Krishnan (2005).

Analysis-Correlations among categories of behaviors. In order to identify if there was any similarity among the factors of leadership behaviors, a correlation analysis was done for the scores of each of the nine most consistent factors (Cronbach alpha > .45) across the 20 behavioral instances. The results of the correlation are shown in Table 2. As shown in Table 2, there are two significant relationships of interest. Firstly, the Indian factor of simple-living-high-thinking is significantly related to Bass' (1985; 1998) factor of transformational leadership. This indicates that perhaps in the Indian context, leaders who exemplify simplicity and idealistic thinking are likely to be perceived as more charismatic role models for their followers. Secondly, we find that the Indian factor of giving-model-of-motivation is significantly related to Bass' (1985; 1998) factor of inspirational motivation. This indicates that in the Indian context, leaders are most motivational when they focus on duty rather than impulsive action, and encourage the team to concentrate on organizational goals rather than short term individual performance targets.

Qualitative Analysis of Leadership Behaviors

Our qualitative analysis of each of the behavioral instances shows that NPG displayed each of the four behaviors described by Bass (1998) viz. idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In addition, NPG also frequently displayed Indian leadership characteristics like nurturant-task, personal touch, Simple-living-high-thinking, expertise, and pioneering-innovative management. Based on these findings it seems highly likely that NPG was indeed a transformational leader.

Indian theories of leadership

NPG shows a number of characteristics described by the Indian theories of leadership and motivation. This is not surprising because not only were all the followers of NPG rooted in Indian culture; even NPG himself was largely influenced by Indian values. In addition, NPG did not have any formal college education and learnt his leadership by observing his father Pirojsha at an early age. Thus, his style of leadership is uniquely Indian.

NPG was the embodiment of the *karta*, the benevolent head of the Indian household (*kutumb*). He frequently spoke of the employees as the “Godrej Parivar” and treated them like his own children. This was evident in the personal interest he took in the lives of the people as well as the ritual of being the first to know of their marriage, and giving a wedding gift to the couple.

There is also evidence that NPG graduated from being the nurturant-task leader for many to the participative leader for some (Sinha, 1995). We find a number of instances of NPG working shoulder to shoulder with his people in trying to solve technical problems.

Most of all, NPG was a classic example of the Pioneering-Innovative (PI) Manager (Khandwalla, 1984). He took on business risks in a number of high technology areas and

nurtured creativity at all levels. His foray into hitherto unknown territory like machine tools, typewriters, refrigerators, and forklift trucks, is ample evidence of his PI management style.

NPG also displayed most of the seven “Unique Indian” sub-dimensions of leadership (Singh & Krishnan, 2005). He was nurturant and always dealt with people with a personal touch. Despite the fact that he was not formally qualified, he frequently displayed his expertise and earned the respect of his people. Another important factor contributing to his appeal was his simple-living-high-thinking. NPG was always seen in simple white khadi clothes. He was extremely unpretentious and freely interacted with people at all levels. This simplicity touched the hearts of his people and won them over.

Moral leadership

Burns (1978) describes transforming leadership as “a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents” (p. 4). He goes on to explain what he means by moral leadership.

By this term I mean, first that leaders and led have a relationship not only of power but of mutual needs, aspirations, and values; second, that in responding to leaders, followers have adequate knowledge of alternative leaders and programs and the capacity to choose among those alternatives; and third, that leaders take responsibility for their commitments- if they promise certain kinds of economic, social, and political change, they assume leadership in bringing about of that change (p. 4).

Wants and needs of people are often arranged in a hierarchy. The arrangement of these needs may be largely universal, e.g., most people would first strive for basic needs like food and clothing, and then seek finer pleasures like friendship and respect. However, there may be significant differences in hierarchies depending on cultural norms.

Burns (1978: 63) also distinguishes between wants, which are subjective biological requirements felt by followers and needs which are objective, socialized phenomena. Leaders empathically listen to followers' wants, identify underlying authentic needs, articulate these needs, and then work with followers to satisfy authentic needs. In doing so they lift followers above their existing state, such that followers may then strive for higher order needs. Transformational leaders identify conflicts in followers' value systems, and exploit these conflicts in order to lift followers to higher levels.

According to the case, Naval Godrej exemplified the values of nation building through technological self-reliance and high quality products. This is evident in the large number of innovations, which were launched with a view to meet the foreign competition head on. To this extent NPG did attempt to move followers beyond their immediate self-interest in the form of employment security and profits to something higher i.e. nation building. However, we are not very certain from the case whether these values represented the innermost needs of the followers. In other words, did the followers have any choice in the matter? Adequate knowledge of alternatives and free choice of goals is the crux of moral leadership. In this case, we are not certain if the values of technological self-reliance and quality were NPG's own or they reflected the needs of his followers.

Hero or ideologue

Burns (1978) distinguishes between heroes and ideologues. Heroic leadership refers to "belief in leaders because of their personage alone, aside from their tested capacities, experience, or stand on issues; faith in the leaders' capacity to overcome obstacles and crises" (p. 244). The key feature of heroic leadership is that followers do not acquire any insight into their deep-lying motives and instead seek some release from their conflicts by projecting their fears, aggressions, and aspirations onto some social objects, which allow a symbolic solution.

On the other hand, ideologues are leaders who not only personify values, but also provide the worldview behind the values. Thus, ideologues profoundly influence society and help bring about real intended social changes in their environment. Burns (1978) gives the examples of people like Moses and Max Weber who not only provided heroic leadership, but also articulated a set of laws, which influenced society for generations to come. If we were to evaluate NPG against the balance sheet of history, we would have to see the achievement of his purpose in the form of “real and intended social change” (Burns, 1978: 251).

By the late 1980s and in the 1990s, it seemed as if Godrej had forgotten its mantra of self-reliance. The focus shifted to technological tie-ups with well-known foreign brands in order to remain competitive. Even the corporate communication on the website is silent about the values of self-reliance. In line with current realities, their new quest is to remain globally competitive through high quality and low cost. Hence, we do not find evidence to show that NPG’s leadership brought about “real and intended social change” for the value of technological self-reliance among his followers.

However, on the other value of quality products, NPG fared much better. In the 1990s, the concern was quality was institutionalized through an organization wide initiative called “Becoming Globally Competitive.” This initiative engrained the essential values of product and process quality in the employees of Godrej and the company slogan is “Enriching the quality of life, everyday, everywhere” (www.godrej.com). Hence, to some extent NPG was indeed an ideologue for his followers.

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Table 1
Frequency of Identification of Leadership Behaviors

Sr. No.	Category of Leadership Behavior	Average Score	Number of incidents in which this behavior was identified (out of a total of 20 incidents)
1	Idealized influence (.45)	3.75	9
2	Inspirational motivation (.67)	4.00	8
3	Intellectual stimulation (.54)	2.50	7
4	Individualized consideration (.50)	2.50	6
5	Contingent reward (n.c.)	0.00	0
6	Management by exception- active (.37)	2.00	6
7	Management by exception-passive (n.c.)	0.75	3
8	Laissez-faire (n. c.)	0.00	0
9	Nurturant (.27)	5.00	13
10	Personal touch (.81)	6.00	10
11	Expertise (.62)	2.25	6
12	Simple-living-high-thinking (.75)	1.50	4
13	Loyalty (.48)	2.00	6
14	Self-sacrifice (n.c.)	0.50	2
15	Giving-model-of-motivation (.65)	1.25	3

Figures in brackets indicate the consistency of response (Cronbach alpha)

n.c. indicates that Cronbach alpha could not be calculated

Table 2
Correlation among Leadership Behaviors

Category of Leadership Behavior	1	2	3	4	5	6	7	8	9
1. Idealized influence	(.45)								
2. Inspirational motivation	.52*	(.67)							
3. Intellectual stimulation	.17	.36	(.54)						
4. Individualized consideration	-.46*	-.10	-.07	(.50)					
5. Personal touch	-.22	-.44	-.37	.00	(.81)				
6. Expertise	-.27	-.15	-.25	.09	-.14	(.62)			
7. Simple-living-high-thinking	.53*	-.19	-.21	-.27	.04	-.05	(.75)		
8. Loyalty	-.36	-.32	-.36	.00	.20	-.04	-.14	(.48)	
9. Giving-model-of-motivation	.09	.51*	.04	-.12	-.05	-.09	-.16	-.09	(.65)

Note. Coefficients alphas are in parenthesis along the diagonal. $N = 20$.

* $p < .05$.