ISSN: 1526-4726 Vol 4 Issue 1 (2024)

# Navigating Leadership and Communication: A Study of Emerging Leaders in Indian Organizations

### Manisha Gambhir

Research Scholar, SLM, MRIIRS

### Dr Nandini Srivastava

Supervisor, SLM, MRIIRS ORCID ID 0000-0001-5362-3250 nandini.slm@mriu.edu.in

# Prof. Deepti Taneja

Joint Supervisor, Professor of Economics and Joint Dean, University of Delhi ORCID ID: 0009-0008-6278-9509 deeptitaneja.du@gmail.com

### **Abstract**

**Introduction:** The research explores the dynamic interplay between the leadership styles and communication strategies in Indian context. In order to understand the connection between leadership and communication this research will use SPSS.

**Literature review:** This section delves into unraveling the diverse spectrum of leadership styles that are prevalent in Indian organizations. The importance of the problem-solving and informational-sharing studies has emphasized the complexity of the evaluative steps that have guided the theoretical framework to enable the research methodology.

**Methodology:** The primary quantitative methodology employs a survey tool which has been administered on the 55 participants. SPSS solution has recognised so many attributes that have benefitted the organizational outcomes. The application of correlation, descriptive analysis and ANOVA has accessorized the vital values by making qualitative and quantitative assessments yielding a broad perception.

**Findings:** This section illuminates the prevalence of diverse leadership styles incorporating transformational leaderships. It adopts a clear and delicate model which places emphasis on women as key players to the economic emancipation of citizens. From the findings, it has been obtained that there is a significant relationship between employee commitment and organizational success which is -0.74 at 0.01 level of significance.

**Discussion:** From the discussion section, it has been examined that for organizational practices and leadership developments, as a result of these actionable insights, the young leader in India has been able to initiate the social media revolution. Moreover, tailoring a clear and transparent organization has emerged as a common factor to acknowledge the quantitative approaches

Conclusion: The conclusion restates the main findings, which would in turn conclude any contributions to food safety research which should be derived from the study. Moreover, the dynamics and organizations landscape has been considered to be increasingly successful in empowering the leaders by means of expertise irrespective of relevance. Such strategy works through the complex nature of Indian corporate and organizational paradigm principles, which provides the foundation for leadership development programs to be conducted in future among researchers broadly.

### Introduction

Within India's burgeoning various corporate sectors, an expansive terrain for young leaders materializes. The managerial landscape in the Indian organization has lifted the diverse sectors in a manner that has verified the productivity rate across various constitutional factors. As per the views by Bagga et al. (2023), the emerging leaders have encapsulated the essence of the transformative era which has eventually made them find their ways of regulating the constitutional practices eloquently. As a Sovereign Socialist Secular Democratic Republic with a federal structure and unitary features, India's governance is orchestrated through the parliamentary system.

Parallel to such quantitative testaments and functional applications, women leaders now have an increasing position in such sectors. However, in examining global opportunities, women are still struggling to find a better place in the field of leadership. As stated by Bansal & Kapur, (2023), effective communication is the key towards better relationships between a leader with their subordinates which not only builds rapport among them but also increases the values of encouraging each other significantly. The key factors such as effective communication skills and an empathetic nature have elucidated the participation of subordinates as well as supervised the organizational powers.

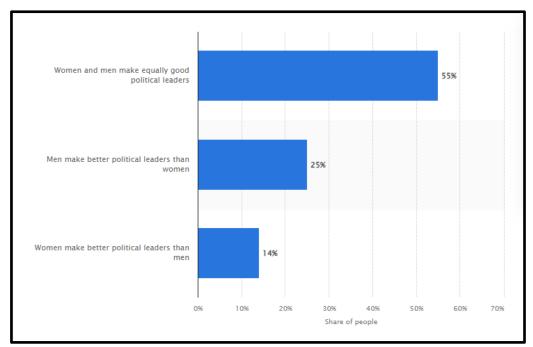


Figure 1: Public opinion on the comparison between men and women as good political leaders in India in 2020 (Source: Statista, 2024)

The evaluation of leadership has gained enormous managerial contours to administer the prospects by evolving participative ethos. From the above figure, it can be illustrated that there is a slight majority of 55% of Indians believe that men and women are equally capable of maintaining a good political situation (Statista, 2024). Whereas, it can be seen that 25% of the findings suggest that men make better political leaders than women while 14% believed that women can more effectively handle political situations than men. These findings have clarified the thought process of the political leadership in India and its impact on constitutional practices.

Additionally, a good leader provides a seamless experience for the coworkers, thus creating a harmonious environment for them. As opined by Brant (2024), the synergy between communication and leadership not only leads a team towards success but also optimises the functional benefits in a relevant manner. Beyond a managerial role, effective leadership catalyses the sense of purpose and fosters collaboration towards shared goals and objectives.

# Aim

The study aims to analyze leadership dynamics and communication's pivotal role in the evolving corporate landscape of India to gain organizational effectiveness.

ISSN: 1526-4726 Vol 4 Issue 1 (2024)

### Research objectives

**RO1:** To investigate the leadership styles which are prevalent in India and their impact on goal achievement and goal motivation.

**RO2:** To examine the effectiveness of communication strategies which are backed by the effectiveness of collaboration, problem-solving and exchange of information.

**RO3:** To analyze the role of women leaders in Indian sectors for the growth within the corporate sectors.

**RO4:** To evaluate the relationship between organizational success and the alignment of leadership approaches in the Indian business environment.

# Research questions

**RQ1:** What are the leadership styles prevalent in India and their impact on goal achievement and goal motivation?

**RQ2:** What are the effectiveness of communication strategies which are backed by the effectiveness of collaboration, problem-solving and exchange of information?

**RQ3:** What is the role of women leaders in Indian sectors for growth within the corporate paradigm?

**RQ4:** What is the relationship between organizational success and the alignment of leadership approaches in the Indian business environment?

### **Hypothesis**

H1: There is a positive correlation between effective communication strategies and leadership

H2: There is a significant relationship between organizational success and goal achievement by the team members

H3: There is a relevant linkage between women leaders and organizational success

### Literature review

# Prevalence of leadership styles in India and their impact on goal achievement and goal motivation

The prevalence of leadership styles in the corporate sectors in the Indian landscape has gained a dynamic response based on various multifaceted phenomena. Aiming towards organizational success, a supportive and predominant leadership has exhibited a significant impact on both goal achievement and employee motivation. As opined by Brown et al. (2023), there are various approach of leadership that is generally practiced in India. The Indian organization comprises transactional as well as participative leadership qualities that believe in equality thereby reflecting each of the significant decisions.



Figure 2: Impact of Indian leadership styles on goal achievement and motivation

(Source: Chukwu et al. 2023)

The above figure illustrates the discerned patterns and collaborations of the Indian organization that are based upon honesty and passionate practices. By dissecting the nuances, the leadership qualities aspire to value insights and practical applications that act best as problem solvers. As stated by Fotheringham et al. (2022), the organization strives to comprehend the interplay between goal-oriented factors as well as leadership styles to foster a productive working environment. As a result of this, the leadership styles have a heightened level of team motivation within the corporate sectors.

# Effectiveness of communication strategies backed by the effectiveness of collaboration, problem-solving and exchange of information

The effectiveness of communication strategies within the organizational framework plays a pivotal role in shaping collaboration and the exchange of information. It has intricacies of the interconnected elements that seek to unravel the impact of the communicative strategies to administer employee engagement on the organizational processes. As stated by Gaan et al. (2023), attributing the problem-solving attitude helps in maintaining authenticity in workplace as well as facilitates a clear objective for the workers. This enables public employee unions to establish a joint problem-solving process effectively.

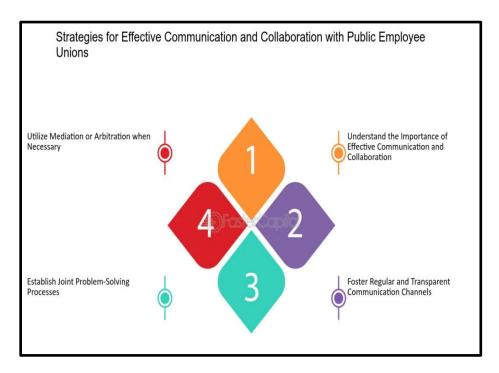


Figure 3: Effectiveness of communication strategies

(Source: Jaiwant et al. 2023)

From the above figure, it can be stated that fostering regular and transparent communication channels ensures that team members are aligned with the practitioner's services. As stated by Jaiwant et al. (2023), communication acts as a catalyst in the Indian organization that directly influences the relevance and accuracy of the shared information.

# Role of women leaders in Indian sectors for growth within the corporate paradigm

The role of Indian women in Indian sectors represents a transformative facet within the corporate sectors that are diversified by innovative activities. According to Kamanzi & Irimoren, (2023), it can be estimated that women are in leading positions in diverse sectors which is bringing enormous success in the organizational fields. The educational sectors have witnessed enormous growth, with the engagement of women in senior positions, who have encouraged the growth rate of the Indian educational sectors more largely. This sheds light on the challenges and opportunities to manifest the understanding of nuances of corporate dynamics.

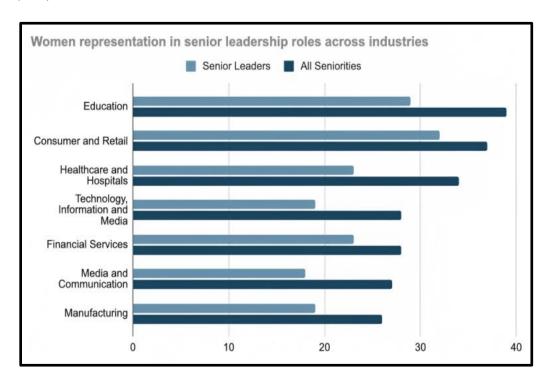


Figure 4: Role of women leaders in Indian sectors for growth within the corporate paradigm (Source: Kukul et al. 2023)

From the above figure, it can be exhibited that women are now a major part of various sectors including education, healthcare, hospitals and manufacturing services. As stated by Kukul et al. (2023), women are moving quite fast in influencing organizational growth by breaking the glass ceiling effect and navigating cultural expectations in a significant manner. Likely, Indian management aims to provide valuable insights for fostering inclusive and dynamic workplaces. The harnessing of the dynamic working roles of women in financial services and media communication has ensured the qualitative landscape. This ensures an imperative strategy that evolves in the Indian corporate sectors which has a potential impact on the credibility of organizational management.

# Relationship between organizational success and the alignment of leadership approaches in the Indian business environment

The association of organizational success and its alignment with the dynamic backdrop have regulated the concept of the Indian market that involves impacting the leadership qualities. According to Kumar & Yadav (2024), the idea delves into various leadership qualities that revolve around the social, economic and cultural prospects which seek to uncover the patterns and correlation in a way that rejuvenates the organizational pathways. Moreover, showing firm priority towards the working participants is eventually an act of facilitating the Indian business environment. This provides better clarity in the organizational sectors that have validated the course of possibilities in an effective manner.



Figure 5: Relationship between organizational success and leadership approaches

(Source: Mavin & Yusupova, 2023)

An effective connection of leadership approach with organizational success provides a clearer vision to all the employees. In addition to that, the willingness to empower the employees is marked by efficient leadership practices in the Indian context. As opined by Mavin & Yusupova (2023), there is a sense of urgency and responsibility among the team members which implements decisions by the factorial possibilities in terms of optimizing the strategies. This has enabled the ever-evolving landscape to illustrate the conditional values that are situated within the Indian corporate realm. As a result of this, the barriers are easily removed and there is a rapport between organizational success and the alignment of leadership approaches in the Indian business environment significantly.

# Methodology

The research employs a primary quantitative methodology that investigates the relationship between leadership styles, communication strategies and the organizational outcome among the emerging leaders in the Indian organization. This aligns with the methodological prospect that ensures a qualitative overview of the practical values based on conditional responses. As per the critical analysis by Mehmood et al. (2024), the study involves the navigation of leadership and communication which are emphasized by the various cultural, social and occupational services. A primary quantitative method has been employed in the study which gives first-hand experience regarding the selected area. The study involves a survey conducted with 55 participants, utilizing the SPSS tool.

The survey instrument was designed to capture insights into the prevalence of leadership styles, and communication styles through a purposive sampling technique to ensure the representation across diverse sectors. Correlationtional analysis has been employed in the study to explore the relationship between different leadership styles. As opined by Sharma & Choudhury, (2023), descriptive statistics has been employed to comprehend the overview of various leadership styles and distributions among the participants. To assess the differences in outcomes based on the leadership styles and communication ANOVA has been employed. This has allowed the researchers to measure the success rate among the leaders in the Indian context.

Furthermore, the study assessed the reliability and validity of the survey instruments to ensure the robustness of the collected data. Internal consistency such as Cronbach's alpha, has been applied to evaluate the reliability of the scales. As opined by Shukla et al. (2023), SPSS tool always assist to maintain a very innovative approach that further help to develop a comprehensive understating regarding the correlation of all the participants.

# **Characteristics of Sample**

		1. What is y	our Gen	der?	
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	22	40.0	40.0	40.0
	Male	22	40.0	40.0	80.0
	Prefer not to say	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 6: Gender Distribution

(Source: Authors' own compilation)

From the above analysis, it can be stated that among the 55 participants both the males and females exhibited an equal response. Whereas, the members from the 'prefer to not say' group have exhibited a significantly lower response than male and female members.

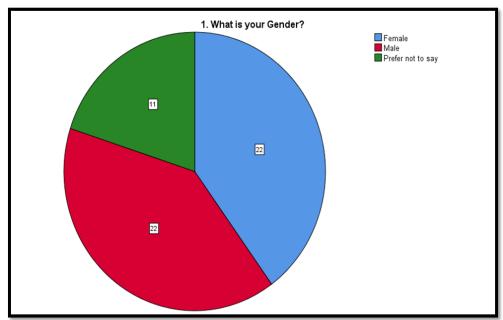


Figure 7: Gender distribution

(Source: Authors' own compilation)

From the pie chart analysis, it can be illustrated that both the male and female members have responded equally which is 40% in comparison to the 'prefer to not say' members projecting a response of 20%.

	2. W	hat is your	age (in re	ears):	
		Frequency	Percent	Valid Percent	Cumulative Percent
/alid	20 years to 30 years	22	40.0	40.0	40.0
	31 years to 40 years	11	20.0	20.0	60.0
	41 years to 50 years	11	20.0	20.0	80.0
	51 years to 60 years	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 8: Age distribution

(Source: Authors' own compilation)

The above figure illustrates that most of the members who belong to the younger age group have submitted their agreeableness towards the idea of leadership and their linkage with communication skills. Whereas the other age members have presented an equal response regarding the idea which is 20%.

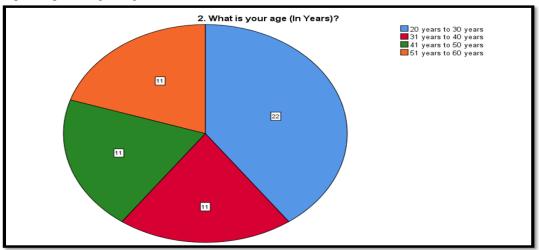


Figure 9: Age distribution

(Source: Authors' own compilation)

The above pie chart evaluates the age factor of the 55 participants which shows that members belonging to the age group between 20 years to 30 years is 40% while the rest 60% belong to the age groups between 31 years to 40 years, 41 years to 50 years and 51 years to 60 years equally at 20% each.

	3. Wha	t is your mo	nthly inc	ome?	
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rs,51,000 to 60,000	11	20.0	20.0	20.0
	Rs.20,000 to Rs.30,000	11	20.0	20.0	40.0
	Rs.31,000 to Rs.40,000	22	40.0	40.0	80.0
	Rs.41,000 to Rs.50,000	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Figure 10: Monthly income distribution

(Source: Authors' own compilation)

ISSN: 1526-4726 Vol 4 Issue 1 (2024)

The above figure illustrates the monthly income of the 55 participants which shows that 40% of the participants belong to the income group between Rs.31, 000 to Rs.40, 000.

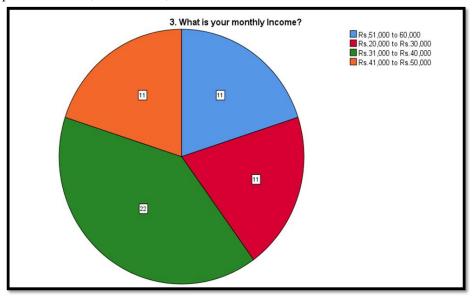


Figure 11: Distribution of monthly income

(Source: Authors' own compilation)

From the pie chart analysis, it can be described that the income level of 40% of the participants is Rs.31,000 to Rs.40,000 while the rest 60% belong to the income levels Rs.20, 000 to Rs.30, 000, Rs.41, 000 to Rs.50, 000 and Rs.51,000 to Rs.60,000, with 20% each.

# **FINDINGS**

Descriptive Statistics											
	Ν	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
IV1.1	55	1	5	3.20	1.483	358	.322	-1.443	.634		
IV1.2	55	1	3	1.60	.807	.868	.322	894	.634		
IV2.1	55	1	5	1.80	1.615	1.542	.322	.392	.634		
IV3.1	55	1	5	2.80	1.850	.305	.322	-1.847	.634		
IV3.2	55	1	5	3.20	1.615	036	.322	-1.617	.634		
IV4.2	55	1	5	3.20	1.850	305	.322	-1.847	.634		
DV1	55	1	4	1.60	1.211	1.542	.322	.392	.634		
Valid N (listwise)	55										

Figure 12: Descriptive statistics

(Source: SPSS)

The above figure displays the descriptive statistics of the 55 participants which shows a value of the standard deviation of IV1 are 1.48 and 0.80. The accumulation of the statistical results has conceptualized the credibility rate in a differential manner based on the various prospects of standard errors.

		Corre	elations			
		IV1.1	IV2.1	IV3.1	IV4.1	DV1
1.1	Pearson Correlation	1	748**	.238	.408**	748**
	Sig. (2-tailed)		.000	.081	.002	.000
	N	55	55	55	55	55
V2.1	Pearson Correlation	748**	1	491**	375**	1.000
	Sig. (2-tailed)	.000		.000	.005	.000
	N	55	55	55	55	55
3.1	Pearson Correlation	.238	491**	1	600**	491**
	Sig. (2-tailed)	.081	.000		.000	.000
	N	55	55	55	55	55
.1	Pearson Correlation	.408**	375**	600**	1	375**
	Sig. (2-tailed)	.002	.005	.000		.005
	N	55	55	55	55	55
DV1	Pearson Correlation	748**	1.000**	491**	375**	1
	Sig. (2-tailed)	.000	.000	.000	.005	
	N	55	55	55	55	55

Figure 13: Correlation coefficient

(Source: SPSS)

The above figure illustrates that there is a significant relationship between employee commitment and organizational success which is -0.74 at 0.01 level of significance. Similarly, the significant value of IV4.1 is high which 0.40 at 0.01 level of significance.

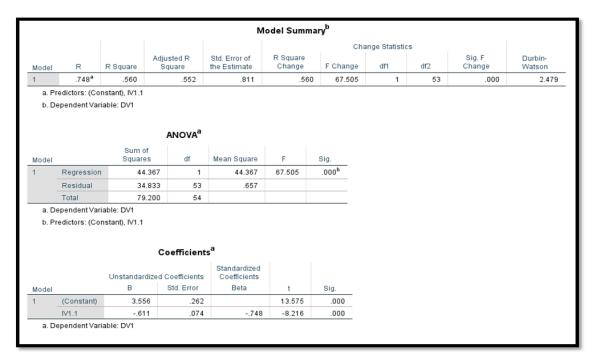


Figure 14: ANOVA of H1

(Source: SPSS)

The above figure signifies the adjusted R square value which is 0.55 and the R square which is 0.56 significantly. In addition to that, the mean square value is 44.36 at a 0.00 level of significance.

				М	odel Summ	ary <sup>D</sup>				
						Cha	nge Statistic	s		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin- Watson
1	.299ª	.089	.072	1.627	.089	5.196	1	53	.027	3.464
	redictors: (Cor ependent Vari									
			ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.				
1 _	Regression	13.7	750 1	13.750	5.196	.027 <sup>b</sup>				
	Residual	140.2	250 53	2.646						
	Total	154.0	000 54							
	ependent Vari redictors: (Cor		Coefficient	s <sup>a</sup>						
		Unstandardi	zed Coefficients	Standardized Coefficients						
Model		В	Std. Error	Beta	t	Sig.				
1	(Constant)	3.563			10.790	.000				
	IV2.1	313	.137	299	-2.279	.027				

Figure 15: ANOVA of H2

(Source: SPSS)

The above figure signifies the adjusted R square value which is 0.72 and the R square which is 0.08 significantly. In addition to that, the mean square value is 13.75 at a 0.02 level of significance. From this analysis of H2 it is possible to understand dependent variables along with the predictors. The coefficient data also allow to understand the percentage of different variables.

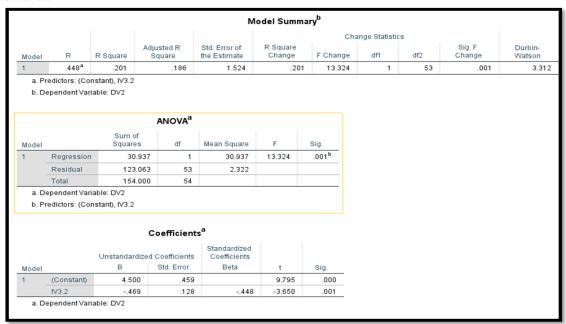


Figure 16: ANOVA of H3

(Source: SPSS)

The above figure signifies the adjusted R square value which is 0.18 and the R square which is 0.20 significantly. In addition to that, the mean square value is 30.93 at a 0.001 level of significance. The predictors and Dependent variables which is already defined in the above picture always assist to develop a proper average along with mean square value.

ISSN: 1526-4726 Vol 4 Issue 1 (2024)

### **Discussion**

Navigating the concept of leadership and communication involves a pattern of interplay between communication skills and their impact on Indian leadership styles. The findings illuminate the prevalence of descriptive leadership which ensures building a significant and prominent course of action in terms of understanding the critical evaluations of the business environment in India. As per the critical analysis by Shukla et al. (2023), the diversity underscores the adaptability of the emerging leaders that comprise a complex sociocultural and business environment in Indian organizations in a significant manner. Notably, the study establishes a correlation between transformational leadership and higher levels of team motivation in aligning with the global trends that happen to have a positive impact on the ideas of inspirational leadership.

The alignment to proportional values is significant in the factorial prospects that are balanced in a manner which are adaptive. The effectiveness of organizational forums rises with the rise in the functional background of organizational prospects. As per the critical analysis by Varanasi et al. (2024), the leadership approach generally practiced in India is highly cumulative in nature and it also vary in different situations. Both the male and female members have presented similar responses on the idea of interconnection between leadership skills and communications. In addition to that, the firmness of leadership skills has increased with the multifunctional factors contributing to the Indian organization

The study elucidates that clear and transparent communication has emerged as a common thread link among the global understandings of communications as the lifeblood of successful organizations. In such cases, the organizational forums have tailored the business environment to acknowledge the quantitative approaches which are built up by maintaining reliability and validity scores. According to Smith (2024), the emergence of women leaders among the study participants is noteworthy as they highlight the revolutionary aspects based on the Indian corporate paradigm. The findings suggest that organizations foster an inclusive environment for women leaders to experience heightened levels of performance and organizational resilience. On top of this their authority comes with the credibility earns which is perhaps the most expensive consider factor that may in actual fact diminish the effectual of other employees in the end.

A knowledge transfer of leadership and communication skills is evidenced by the fact that the Indian organization has driven a wide-ranging leadership research area, centered around the communication patterns that are fundamental for the leadership development. As suggested by Turnipseed and VandeWaa (2022), the situation with the cultivation of knowledge and options has broadened highly efficient leadership and communication among all of those who have been guided by the business environment which is very diverse and dynamic. This has provided a good room to build the leaders into better communicators in the Indian business environment that they know well thus demonstrating the importance of communication strategies.

### Conclusion

In conclusion, the study explores the concurrent factors of leadership qualities and communication values that provide a nuanced understanding of the various significant approaches. The findings underscore the diversity of leadership approaches among the emerging leaders in India consisting of multifaceted businesses. Transformational leadership emerges as a potent driver that aligns with global trends.

Additionally, effective communication proves to be the cornerstone of organizational success and is rated as culturally sensitive in terms of communicative strategies. This has tailored a positive shift towards gender diversity contributing to enhanced organizational performance. The strategic alignment between leadership styles and communication strategies has advocated a balanced integration of the symbiotic relationship between two effective elements that have optimal organizational functionality. As organizations in India continue to study the target relationship within the Indian context, it offers valuable implications for various organizational practices. Therefore, the study offers valuable implications for organizational practices that inbuilt leadership development for future research endeavors in a predominant manner.

ISSN: 1526-4726 Vol 4 Issue 1 (2024)

### References

- Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. *Asia Pacific Management Review*, 28(2), 120-131. Retrieved from https://injotel.org/index.php/12/article/download/61/89 retrieved on 20<sup>th</sup> February, 2024
- Bansal, M., & Kapur, S. (2023). Life skills for resilient leadership during pandemic times: the current and ancient Indian perspectives. *Public Administration and Policy*, 26(1), 68-79. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10809862/ retrieved on 20<sup>th</sup> February, 2024
- Brant, J. M. (2024, February). Oncology Nurse Navigation in Underserved Communities: Opportunities and Future Directions. In *Seminars in Oncology Nursing* (p. 151586). WB Saunders. Retrieved from https://www.frontiersin.org/articles/10.3389/feduc.2021.642861/full retrieved on 20<sup>th</sup> February, 2024
- Brown, B., Wang, T., Lee, M., & Childs, A. (2023). Surviving, navigating and innovating through a pandemic: A review of A review of leadership during COVID-19, 2020-2021. *International Journal of Educational Development*, 102804. Retrieved from https://journals.library.ualberta.ca/ari/index.php/ari/article/download/29748/22112 retrieved on 20<sup>th</sup> February, 2024
- Chukwu, E., Adu-Baah, A., Niaz, M., Nwagwu, U., & Chukwu, M. U. (2023). Navigating ethical supply chains: the intersection of diplomatic management and theological ethics. *International Journal of Multidisciplinary Sciences and Arts*, 2(1), 127-139. Retrieved from https://www.sciencedirect.com/science/article/pii/S2590136222000729 retrieved on 20<sup>th</sup> February, 2024
- Fotheringham, P., Harriott, T., Healy, G., Arenge, G., & Wilson, E. (2022). Pressures and influences on school leaders navigating policy development during the COVID-19 pandemic. *British Educational Research Journal*, 48(2), 201-227. Retrieved from https://www.researchgate.net/profile/Varsha-Jain-6/publication/358600114\_Role\_of\_Culture\_in\_Developing\_Transformative\_Leadership\_for\_Higher\_Education\_in\_Emerging\_Economies/links/64a7acfcb9ed6874a501cd5e/Role-of-Culture-in-Developing-Transformative-Leadership-for-Higher-Education-in-Emerging-Economies.pdf#page=249 retrieved on 20th February, 2024
- Gaan, N., Malik, S., & Dagar, V. (2023). Cross-level effect of resonant leadership on remote engagement: A moderated mediation analysis in the unprecedented COVID-19 crisis. European Management Journal. Retrieved from https://www.researchgate.net/profile/Natalie-Cruz-2/publication/364241574\_Community\_College\_International\_Leaders'\_Sensemaking\_Entrepreneurial\_Leadership\_Skills\_and\_Behavior/links/6348473076e39959d6be4b75/Community-College-International-Leaders-Sensemaking-Entrepreneurial-Leadership-Skills-and-Behavior.pdf retrieved on 20th February, 2024
- Jaiwant, S. V., Gowda, K. R., & Kureethara, J. V. (2023). Servant Leadership and Diversity: A Focus on Ethnic and Cultural Diversity. In Cases on Servant Leadership and Equity (pp. 177-191). IGI Global. Retrieved from https://www.researchgate.net/profile/Kavitha-Gowda-3/publication/366247927\_EXECUTIVE\_SUMMARY\_Servant\_Leadership\_and\_Diversity\_A\_Focus\_on\_Ethnic\_and\_Cultural\_Diversity/links/63994d4be42faa7e75bed092/EXECUTIVE-SUMMARY-Servant-Leadership-and-Diversity-A-Focus-on-Ethnic-and-Cultural-Diversity.pdf retrieved on 20th February, 2024
- Kamanzi, A., & Irimoren, G. (2023). Beyond Borders: Heads of Departments navigating cross-cultural differences within their teams. Retrieved from https://www.sciencedirect.com/science/article/pii/S1029313222000355 retrieved on 20<sup>th</sup> February, 2024
- Kukul, Y., Thakur, K., & Jena, L. K. (2023). Exploring Crisis Leadership During COVID-19: A Case Study on OYO. Business Perspectives and Research, 22785337221148812. Retrieved from https://jurnal.itscience.org/index.php/ijmdsa/article/download/2874/2191 retrieved on 20<sup>th</sup> February, 2024
- Kumar, S., & Yadav, M. (2024). Occupation Stress and Leadership in the Hospitality Industry. In *Human Relations Management in Tourism* (pp. 163-187). IGI Global. Retrieved from https://www.researchgate.net/profile/Sayed-Qudrat-

ISSN: 1526-4726 Vol 4 Issue 1 (2024)

- Mavin, S., & Yusupova, M. (2023). 'I'm competitive with myself': A study of women leaders navigating neoliberal patriarchal workplaces. *Gender*, *Work* & *Organization*, *30*(3), 881-896. Retrieved from https://www.emerald.com/insight/content/doi/10.1108/PAP-04-2022-0032/full/pdf retrieved on 20<sup>th</sup> February, 2024
- Mehmood, K., Kautish, P., Mangla, S. K., Ali, A., & Kazancoglu, Y. (2024). Navigating a net-zero economy future: Antecedents and consequences of net-zero economy-based green innovation. *Business Strategy and the Environment*. Retrieved from https://dune.une.edu/cgi/viewcontent.cgi?article=1033&context=edu\_diss retrieved on 20<sup>th</sup> February, 2024
- Sharma, P., & Choudhury, M. (2023). Business school interns' intention to join: Studying culture, work engagement and leadermember exchange in virtual internship. *Higher Education, Skills and Work-Based Learning*, *13*(2), 371-386. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC10160528/ retrieved on 20<sup>th</sup> February, 2024
- Shukla, B., Sufi, T., Joshi, M., & Sujatha, R. (2023). Leadership challenges for Indian hospitality industry during COVID-19 pandemic. Journal of Hospitality and Tourism Insights, 6(4), 1502-1520. Retrieved from https://www.sciencedirect.com/science/article/pii/S0019850123002122 retrieved on 20th February, 2024
- Shukla, B., Sufi, T., Joshi, M., & Sujatha, R. (2023). Leadership challenges for Indian hospitality industry during COVID-19 pandemic. *Journal of Hospitality and Tourism Insights*, 6(4), 1502-1520. Retrieved from https://ier.uek.krakow.pl/pm/article/download/2172/2227 retrieved on 20<sup>th</sup> February, 2024
- Smith, E. G. (2024). Medical School Middle Managers Learning To Successfully Work With Leadership To Navigate Organizational Change. Retrieved from https://idpr.org.uk/index.php/idpr/article/download/104/113 retrieved on 20<sup>th</sup> February, 2024
- Statista, 2024, *Public opinion on comparison between men and women as good political leaders in India in 2020* Retrieved from https://www.statista.com/statistics/1300556/india-share-of-respondents-on-comparison-between-men-and-women-as-good-political-leaders/ retrieved on 20<sup>th</sup> February, 2024
- Turnipseed, D. L., & VandeWaa, E. A. (2022). Crisis leadership during and after the COVID pandemic: Astute nurse leaders make the difference. *JONA: The Journal of Nursing Administration*, *52*(3), 154-159. Retrieved from https://www.frontiersin.org/articles/10.3389/feduc.2021.617058/full retrieved on 20<sup>th</sup> February, 2024
- Varanasi, A. P., Burhansstipanov, L., Dorn, C., Gentry, S., Capossela, M. A., Fox, K., ... & Saavedra Ferrer, E. L. (2024). Patient navigation job roles by levels of experience: Workforce Development Task Group, National Navigation Roundtable. *Cancer*. Retrieved from https://ijetrm.com/issues/files/Jan-2024-11-1704963974-JAN09.pdf retrieved on 20th February, 2024