Leadership: Essence of Success in Social Sector of Bihar (India)

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Abstract: *Leaders have been found to play a pivotal role in running and developing NGOs. This study aims to find out the leader's perceptions about the impact of their leadership on employees performance and development of their NGOs. The study explicitly shows the positive and significant nexus between leader's style and strategy with leadership effectiveness and its sweeping impact on employees' motivation, commitment, employee's satisfaction and well being as well as on enhancement of employees' work performance and organizational productivity through leadership practices including information sharing, problem solving, motivation, performance rewards and role-playing.*
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I. Introduction

A non-governmental organization (NGO) is independent of government and firms outside social organization; its goal is the pursuit of social public welfare activities and the provision of social services to the public (Brunnengräber et al., 2005). It is a non-profit organization and termed variously as the third sector, civil society, voluntary organizations, public interest groups, charitable organizations etc. NGOs in India have grown up from small to large, and will continue to promote sustainable and healthy economic development which will bring harmony in society (Duan, 2010). These NGOs are involved in science and technology, education, culture, health, labour, civil affairs, sports, environmental protection, legal services, social intermediary services, work injury services, rural specific economics and myriad of other fields of social life, employing a large number of human resources (Duan, 2010). The NGO functions in a complex socio-political environment and cover diverse fields as areas of their focus. NGOs do an excellent job in economic development, creating jobs, activating markets, and maintaining social harmony as well as safeguarding social stability which leave corporations and governments far behind. For promoting democratic decentralization and right based approach to development, there is growing emphasis on involvement of the NGOs in development (Eyben, 2006). UN agencies, bilateral agencies and international aid agencies are putting lot of emphasis over NGOs and therefore, are involving them as partners in the facilitation process.

There are leadership theories and principles of organizational behaviour and their impact on NGOs as institutions. This study aims to see the development of NGOs from leadership perspective.

Building an effective evaluation system as a management tool can improve NGOs operational efficiency, social credibility and promote healthy development of economy with the interaction between government and profit institution. Therefore, successful management and development of NGOs has become a hot issue among modern sociology, management, economics and other related disciplinary research (Mishra and Morrissey, 1990).

However, NGOs participation in India's development is still in its infancy and is not yet standardized. The development strategies in India emphasize decentralized governance for its professed inclusive development. These initiatives naturally calls for the development of facilitative space-NGOs are the most suitable institutions to prepare their space. There are a number of constraints, especially in the personnel composition and structure, income sources as well as efficiency and organization management mechanism. These factors interrupt its development and seriously weakened the social credibility of NGOs (Mishra, 1996).

NGOs were started in Bihar in late seventies by social and political activists and mobilized a large section of youth volunteers for community development and social change. Initially there were no outside funding support and resources were mobilised locally from the community and there was full community support and participation. Initially, they were concentrated to urban centres like Patna, Ranchi etc because it was easy to lobby with government departments and donors. During the last fifteen years, NGOs in Bihar have increased in number, size, and scope and have established themselves to be perceived in pivotal positions capable of bringing about social, economic, and political change (Kumar, 2007). In this context, it is interesting to understand the dynamics, work and economy of NGOs and to evaluate their social roles.

The main function of NGOs is to fulfil the common wishes or interests of certain social groups or communities. Non-profit-distributing, means a non-profit purposes, without dividends or profits distribution; self-governing, refers to the exercise of independent decision-making and ability to self-management; voluntary, refers to the participation of members as they wish to (Duan, 2010, Dershem et al., 2011). Often their social position is considered as the bridges between government and society. An NGO consists of a loose collection of members from different jobs based on the voluntary principle and recognize the common purpose. They adapt democratic rules of procedure in the system. These social groups promote political system and democracy-building process through political participation of group interests. They also promote the development of social affairs through various industrial activities and engaging in public benefits. Today, kinds of social affairs are flourishing such as science and technology, culture, health, education, and sports based on certain social grants, mainly through the operation of funds to carry out social welfare activities (Duan, 2010, Dershem et al., 2011).

The continued interest in topic of leadership is a result of the belief that if properly managed, organizational commitment can lead to beneficial consequences such as organizational effectiveness, improved performance, reduced turnover and reduced absenteeism (Aryee and Heng, 1990; Meyer and Allen, 1997; Baruch, 1998; Goulet and Frank, 2002). These authors argue that the high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness at both the individual and the organizational level. This quest to harness the potential organizational benefits has resulted in the large number of studies that focus on the nature of organizational commitment.

Several authors have associated leadership characteristics with the development of either organizational commitment or trust (Bennis and Townsend, 1995; Kerfoot, 1998). Bennis and Townsend (1995) believe that vision, empathy, consistency and integrity in a leader could foster the development of trust. They also indicate that leaders generate and sustain trust by acting in ways that produce constancy, congruity, reliability and integrity. Kerfoot (1998) adds to these availability and accessibility, communicating with candour and a willingness to invest in employees.

The interpersonal treatment employees receive from their supervisors such as "adequately considering their view points, supporting their personal biases, explaining their decisions and providing feedback timely and applying decision making criteria consistently" could have strong effect on the employee's perceptions of fairness (Whitener, 2001). Organizations, that have supervisors who treat employees fairly as they enact procedures and HR practices could augment their employee's trust in the organization and supervisors, which will in turn positively affect the levels of organizational commitment. The proposed relationship of the variables of interest is illustrated in Figure 1.1.

Considering the availability of limited studies that supports the argument that organizational characteristics such as the leadership style, strategies and effectiveness practised in NGOs can affect the working and development of organization. Under the situation, it would be worthwhile that more research should be undertaken around this area. The present study therefore, aims to determine the relationship between organizational factors such as leadership effectiveness, leadership strategy and leadership style with the level of organizational development and organizational commitment of workers of fifteen NGOs working in various sectors in the state of Bihar, India. The results of the study would help leaders of NGOs to determine the types of leadership styles which should be adopted in order to induce and maintain trust and get high productivity and performance from their employees.

II.   Methodology

The survey design is observed as the most appropriate research design to measure the perceptions of the respondents in this study (Fig. 2.1). A survey is the most appropriate research design as it enables the researcher to collect information from a large population. Surveys generally, fall into one of two categories, descriptive or relational (Rungtusanatham et al., 2003). Descriptive surveys are designed to provide a snapshot of the current state of affairs while relational surveys are deigned to empirically examine relationships among two or more constructs either in an exploratory or in a confirmatory manner.

The current study is a relational survey that seeks to explore the relationship between organizational development and leadership style, strategies and effectiveness. We have preferred case study method for this survey as it gives an elaborate description of an organization which consequently, makes the information readily and adequately available. The information obtained from the sample can then be generalized to an entire population (Kerlinger and Lee, 2000). The detailed questionnaire has been provided in supplementary material.

Strategies and effectiveness of various NGOs were compared and related by giving them scores between 0-10 in each section. We first calculated score out of 5 and then multiplied it by 2 to make them in the range of 0-10. For this, each of the options is given an individual score as in Q. 16 and Q. 17. The last option "rarely" is given a score of 1 and the best/ top option 'always' is given a score of 4. The option chosen by the NGO's gives the corresponding score for that question. However, we have to multiply it by 1.25 to make them in 0-5 range (1.25× score specified to the option selected i.e., 4 for "Always", 3 for "Often", 2 for "Sometimes"

and 1 for "Rarely"). For Q. 18 a "Yes" is given a score of 5 and a "No" is given a score of 0. However, 2nd sentence (Q. 18) is neglected and is not included in score calculation because here, the condition is contrary i.e. an "Yes" shows contraction in scope of work of organization and is a negative action on the part of that organization, whereas a "No" shows positive side of organization. In 2nd sentence there are equal chances of both the option 'Yes' and 'No' being a better option for NGOs. For example, some NGOs with narrowed scope (2nd statement) shows they are not capable of carrying out the amount of work they used to do previously, it means there is constraints on resources or leaders are not able to cope up with the situation any more. In 2nd sentence reduction in number of staff in modern context can be due to use of information technologies and mechanical power rather than that of human resources. Thus, there are a total of 4 parts in Q.18 which are to be included in score calculation. A score of 5 is given for "Yes" and 0 for "No" (Note: The range is between 0-5). Then the sum of scores of all parts is calculated and then divided by 4 to take the average score which will be the score for Q.18. $\text{Score for Q.18} = S_{18} = \dfrac{5 \times x + 0 \times y}{4}$, where x and y are total number of "Yes" and "No" respectively.

For, Q. 19 each subpart has 6 options where each option carries certain score. A score of 5 is given to "Very good" while "Very poor" is endowed with a score of 1. Moreover, the option "N/A" is not included in average score calculation. $\text{Score for Q.19} = S_{19} = \dfrac{5 \times a + 4 \times b + 3 \times c + 2 \times d + 1 \times e}{34 - x}$ where, *a, b, c, d, e* and *x* is the total number of scores of "Very good", "Good", "Ok", "Poor", "Very poor" and "N/A" respectively.

To calculate total score of "Strategies" section, each question is endowed with differential weightage instead of taking mean. Out of total cut-off of 1, Q. 16, Q. 17, Q. 18 and Q. 19 were endowed with a weightage of 0.3, 0.2, 0.1 and 0.4 respectively and total score out of 5 was calculated as: $[S_{\text{Stratagies}}]_5 = 0.3 \times S_{16} + 0.2 \times S_{17} + 0.1 \times S_{18} + 0.4 \times S_{19}$. This score was multiplied by 2 to get the total score of "Strategies" section out of 10 i.e., $[S_{\text{Stratagies}}]_{10} = 2 \times [S_{\text{Stratagies}}]_5$ (Note: The minimum score cannot be "0" as the minimum score of some questions is not zero).

A similar procedure is applied for "Effectiveness" section. However, Q. 21, Q.27 and Q. 32 are not included in score calculation because each of the option in Q. 21, Q.27 can be a better option for some and neither can be said to be negative or positive for the concerned NGOs while, Q. 32 is subjective. The score for Q. 20 is calculated as $S_{20} = \dfrac{5 \times x + 0 \times y + (-1) \times z}{7}$ where, x and y represent "increase" and "decrease" respectively while y represents "N/A" i.e., when none of the option is selected (Note: There is negative score for decrease). The score for all the questions from Q.22 to Q. 30 is calculated in a similar ways as done for Q. 16 and Q. 17 (multiplying it by 1.25 to make it "out of 5" range). To calculate the total score we have to multiply each score by its weightage factor. For a cut-off of 1, Q. 24 is given weightage of 0.2 while rest of 8 questions is given weightage of 0.1 each. Hence, total score out of 5 was calculated as: $[S_{\text{Effectiveness}}]_5 = 0.2 \times S_{24} + 0.1[S_{22} + S_{23} + S_{25} + S_{26} + S_{27} + S_{28} + S_{29} + S_{30}]$ and total score for effectiveness out of 10 is calculated as $[S_{\text{Effectiveness}}]_{10} = 2 \times [S_{\text{Effectiveness}}]_5$.

III. Results And Discussions

In context of scope, location and target group of organizations, it is noteworthy that most of the NGOs (46.67%) i.e. 7 out of 15 are operating across a region or state (Table 1; Fig. 3.1). They are not confined to particular city, town or any village. It reflects that they have good area coverage and so is their extension of working. Meanwhile, it proves that their leaders are capable enough to run and sustain these organizations. Community-based organizations arise out of people's own initiatives. They can be responsible for raising the consciousness of the urban poor, helping them to understand their rights in accessing needed services, and providing such services (Lawry, 2009).

If we observe the target groups of these NGOs, we find instead of being very specific they are having wide scope of their working. Majority of these NGOs work for population in general but it is also worth mentioning that almost all of these organizations work for the cause of women which is still, a socially excluded class in state like Bihar. It also reflects the multiplicity of problems faced by women due to which it has been an indispensible part of issues tackled by NGOs. Indian planning commission in the year 2010 has consistently underlined the importance of NGOs in development of the country and has emphasised their involvement in sectors like adult education, child and women development, environmental and rural energy development. Mishra (1996) have extensively studied NGOs in the context of their involvement in the implementation of different development programs.

Next, major target of these organizations is youth. The major youth issue is found to be unemployment which is one of the main concerns of the state as it lacks employment opportunities. A few organizations in Bihar have their focus on old and destitute.

Except two of the NGOs with a workforce of 115 and 202, majority of the organizations have a mediocre strength of workforce. Similarly, the ratio of men and women in these organizations is also not equitable. Most of the organizations have minor difference between the numbers of men and women worker and it shows a good participation of women. Like, other sectors, social sectors have been showing a fair growth in number of women employees. It is surprisingly pleasant to observe that there is no dearth of women in this challenging field of social work. They are working shoulder to shoulder with men.

The leaders have to be very careful about their approach while starting a new project to evoke interest of their team members and to make them cooperate and participate actively especially, when there is a turbulent situation. Thus, it shows the leaders in these organizations are dynamic and are adopting newer methods and approaches. Team work is a modern concept and is being adopted in every sector be it social sector, banking, insurance or business.

Leaders of present day NGOs believe in team work in which, the entire work is split into various tasks and team members are assigned with tasks they are found to be capable of doing. According to Munduate and Medina (2004) leadership involves influence processes between a leader and followers in which the leader exercises greater influence over the followers to accomplish group or organizational objectives. Various social scientists have attempted to discover how leaders use power to influence followers, looking at the difference between exercising formal authority and leadership and followers' responses to these influence attempts.

The leaders have to transform their approaches to cope up with different situations. At times if situation demands, they choose to reduce their leadership and give the group members opportunity to initiate. They take everyone's agreement on every decision made by them. Korten et al., (1987) rightly cited in his review article that dealing with a number of current development crisis would ultimately, require facing up to the challenge of democratization. The types of reform indicated involve complex organizational changes by the leaders. The central leadership role must be assumed by organizations with the potential to serve as catalysts of institutional and policy change.

Leadership style incorporates, involving more and more team members in work. Sometimes, it happens that in a particular project only a few members do most of the works while others remain neutral. In this situation, this is the leader's responsibility to involve the members who have not been active. This needs an effort on part of the leader. Most of the people believe that leader of a particular organization should propose the changes initially; he or she should then explain the need and significance of the proposed changes and let the group have the discretion on further course of action. This is the most preferred approach by the leaders of NGOs as this way they can evoke interest of all of the group members and make them aware of its need and usefulness. Here, a kind of contingent training is required. Similar findings were documented in an overview by Adrian Pop et al., (2012). He observed that some of the most common training errors which most think tanks and NGOs are inclined to do as well as some means to avoid them. The most common mistakes which NGOs are inclined to do include inadequate planning, information dumping, not training progressively, not getting enough feedback, and providing no leadership support. NGOs need to address three areas of learning and behaviour change, i.e. motivation, content, and environment. They also need to identify training methods, tools and techniques which match the learners individual learning styles.

In situation when everything is going smooth and well here, leaders still have a role to play. Seeing that all the team members have good relations and there is no need of any direction of instructions of the leader the successful leaders, go for introspection rather than instructing and directing. Most of the leaders take opinion of their group members as if they need his direction, and act accordingly. In case the group members seek leader's direction and insights, they give it and if it is felt that the employees can handle the working on their own, he will go for non-interference and let the group work according to their wishes.

In a group it is quite obvious that members can have dispute among themselves, this dispute become grave and serious if left unaddressed which hinders working of the organisation. Therefore, leader's role in such situation becomes quite significant. They cannot remain neutral and their interference becomes inevitable. We found, the leaders prefer to divert the concerned group members by proposing new course of action succeeded by strict monitoring of the employee's activities. In this way the concerned members get diverted from the point of dispute and again come back to the track. The results of various reviews clearly show that effective leaders play a pivotal role in promoting team performance and safety. Effective leadership is characterized by clear and unambiguous behaviour which is adaptable to situational demands and shared between team members. (Künzle et al., 2010).

Ideal leaders takes everyone consensus on new idea or proposal. They make assignments for every member according to their capabilities and skills. In doing so, they have got to be very cautious and careful as far as grouping of employees as well as in assigning them with different tasks.

The leaders should be concerned with the well being and growth of their employees unlike autocratic leaders who is neither liked by his colleagues nor gets success as far as development of the organisation is concerned. So, a leader must be benevolent and democratic. We have observed that most of the leaders enjoy

responding to people's request and keep in view employee's concern while making decisions to maintain a democratic and congenial atmosphere.

Leaders have got to be aware about their strengths and weaknesses. They should also know what their group members and colleagues opine about them. For this, they should take feedback of their team members on their working, behaviour and above all their abilities as a leader. This will help them know about themselves, develops their leadership skills and manage themselves to be good leaders successively. Crossan et al., (2008) proposed transcendent leadership as a framework for the key responsibilities of strategic leaders in today's dynamic contexts. A transcendent leader is a strategic leader who leads within and amongst the levels of self (being self-aware and proactive in developing personal strengths), others (the mechanisms of interpersonal influence upon followers), and the alignment of three interrelated areas: environment, strategy, and organization.

Leaders in these organisations should initiate regular discussions keeping in view the choice of members of their work team. In case, no further action on part of the members is being taken, it is a matter of concern for the leaders because a successful discussion must be succeeded by action to implement things which has been discussed. In given situation, leaders have to play a crucial role for ensuring everybody participation. The leaders choose activities for the entire group and give assignments to each of the member. The leaders have got to be very cautious and careful while grouping of employees and assigning them different tasks according to capabilities and skills of their subordinate.

Successful leaders are found to be benevolent and democratic. It is observed that most of the successful leaders enjoy responding to people's requests and keep in view their concerns while making some sort of decision which is concerned with the organisation and employees (Ladegard and Gjerde 2014, Crossan et al., 2008).

Leaders have many subjects and objectives on which they have to work. They have different degrees of priority for particular objective in their work life. Some of the objectives which all of the leaders want to attain are; employee's satisfaction, growth of organisation, achievement of organisational goals, maintaining a harmonious relation with their colleagues and enhancing their own leadership skills which is the most important objective for a leader in modern context (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004). The importance of these objectives is well supported from responses of the leaders who put these objectives in categories of "high priority". None have put them even in "moderate priority" categories.

Leaders have to act as problem-shooter also. They have got to have the ability to fix problems of their colleagues and employees to win their trust and enhance the overall productivity of the employees in concerned organization. If some employee is having any problem be it personal or professional, his or her productivity ceases and hampers development of organization at large (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004).

It is the employees who have to implement the decision taken by the leader by taking his supervision and guidance so; it is a must on leader's part, to design the activity taking in view employee's comfort and expediency. Therefore, the leaders prefer involving their employee's directly or indirectly in designing and implementation of activities. This induces interest and expedites any project as the concerned people are working in their comfort zone (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004).

Leaders of NGO sector plays have the uphill task of coping up with the resource short-fall and ensure smooth functioning of their organisation. It is found that resource constraint is not an easy thing to deal with. It was noteworthy that as most of the organisations are already well established they are able to do it. Sometimes, it does happen that leaders narrow the scope of their work due to resource constraint. Here, human competencies take a new meaning for people who manage projects with limited support, limited resources and a double client system, where they need to satisfy a client donor while respecting local populations which needs are not always compatible with donors' vision (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004).

Query was made by leaders for having collaborative networks with other NGOs, for coping up with resource shortfall. (Dershem et al., 2011) has truly observed that network metaphor conjures images of cohesion and interaction. The primary reason, generally, is that NGOs want to improve the network. In a sense, understanding the network requires knowing- what are the right connections present or are key connections absent; who the central members are; and who the "bridges" are? Almost all of the organisation have developed better collaborative network with other NGOs for acquiring the needed resources. Brière et al., (2014) drew attention that the basic reason is that when networks of people or organizations are better connected they are more cohesive, productive and resilient. Also, the denser the network, the easier it is for information to spread and coordination to occur. However, the network should not have only internal connections but also some degree of external connections to get new information and access different types of resources. Network weaving involves donors, project managers, and the NGOs leaders themselves. It requires understanding the current condition of the network and wanting to improve it, curiosity to understand why and how the network is beneficial (Brière et al., 2014, Dershem et al., 2011).

Certain strategies are found to be adopted by all of the leaders which ensure their success and help them deal with different adversities (Figure 3.2). They have a strong set of values and are very enthusiastic about the organisation and its mission. For leaders, the social skills to influence others are requisite along with diplomacy while handling complex issues. Leaders hold important responsibility that is decision making. Nevertheless, execution of those decisions at right time and in a right way is their accountability. Leaders have to keep themselves abreast of new ideas in concerned field as well as of events undergoing in wider environment to settle in to the changing scenario of social sector. They are open to new ideas and opportunities, for this they interact with people having expertise knowledge. They also encourage their employees to experiment and innovate. Leaders are flexible and optimistic about particular project undertaken by the organisation. Planning done by the leaders does not always get successful and effective so, the leaders should keep it supple with ample scope for modification and alteration in these plans at any point of time (Figure 3.2). They must be enthusiastic and progress oriented. They should give the employees an explicit vision and description of goals of particular project. The leaders have to give them a clear conception of the working and purpose of projects being undertaken by the organisation. It is ensured by leaders that strategies to accomplish goals are always in line with values and objectives of the organisation. To ensure success the leaders create a sense of common identity, commitment and optimism in the team. Employees are appreciated and praised to boost up their morale on a good performance. Besides these they ensure that the employee operates in "plan-do-review" cycle and leader conducts "one-to-one" review session (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004).

As nongovernmental organisations are voluntary organisations so they have to arrange funds for their operations on their own or have to manage funding agencies which finance their projects. Misener and Doherty (2014) rightly cited that sponsorships are a significant resource for non-profit organizations that are increasingly experiencing pressure to generate fund beyond their traditional source of membership revenues.

Some of the main sources of fund for NGOs are; direct personal contribution, religious institutions, private foundations, government, corporate and international institutions (Duan, 2010, Rungtusanatham, 2003, Whitener, 2001). Increases in funds by different sources shows leaders are capable of convincing and satisfying their funding agencies with their work and performance. The more is the number of funding agencies, the more easily will be the resources for organization acquired. The interesting fact is that we can relate the increase and decrease in funds from different sources, with leader's effectiveness (Figure 3.2). If fund increases from any of the sources, it reflects that the leader is quite efficient at making professional relations and sustaining these relations. Meanwhile, the outputs of successful completion of projects undertaken by concerned organisation plays pivotal role in attracting donations from the funders, as credibility of the organisation is created by their work.

There are some challenges common to almost all of the nongovernmental organisations in Bihar. While working in these organisations insubordination from employees is very frequent. In voluntary organisations, leaders have to give their employees liberty up to certain extent but as the project have a fixed timeline; quite often they have to be strict for successful and timely completion of that project. Time bound execution of projects often leads to noncompliance from employees to leaders as they feel pressurised and burdened (Kumar, 2007).

High attrition rate is yet another problem in social sector. The fact that resources are limited, leads to employees skimpy salary and non availability of lucrative pay package. This results in instability of manpower and high turnover of employees. It has been found that high attrition rate of employees is the biggest challenge for nongovernmental organisation. Due to absence of foreign funders in backward state like Bihar, organisations are not able to pay their employees adequately. In want of, better pay and perks employees tends to switch to one after another job very frequently. Arranging and managing funds is an uphill task for leaders. These organisations mainly rely on donations for financial assistance so, for continuous and unobstructed functioning of their organisations leaders have to keep these sources perennial. Quite often, the donors, be it nongovernmental agencies or government shows reluctance to release funds. Surveys have proved that inadequate funding of NGO activities and dependence on external funding; are major constraints. Limitations like no career growth, low salary amount causes discontentment among employees and they rarely stick to their jobs for a long period (Kumar, 2007).

Leaders can be judged for their efficiency by their ability of managing people and resources. They do perform this task through excellent communication in terms of sharing organisation performance in such a way the donor found it credible enough to release funds for organisations projects and operations and does it on a continuous basis. It is perhaps the biggest strength of leaders to build and sustains nexus with concerned people. Lest, they have good public relation skills, diplomacy and democratic attitude, managing people inside and outside the organisation would not be possible. Subsequently, the planned output would not be achieved. (Antonakis et al., 2009).

Problem solving is yet another responsibility of leaders. A trivial issue or problem of a colleague if not get fixed can emerge into bigger problems and affect functioning of organization (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004). They have to use their emotional energies along with managerial skills to motivate others as either of the things alone would not do. (Antonakis et al., 2009 et al) illustrates, interest in emotional intelligence has bloomed over the last few years. It has become a standard concept in general and applied psychology, as well as in applied business settings, is indubitable. Like corporate and other sectors, in social sector also there is job description for staffs. Leaders make sure that competence of the staffs matches to the post-description (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004).

There is great emphasis on documentation of the procedures and reports on results of the operations. Duan, et al., (2010) scrutinize cconcerns about monitoring and attention to specific indicators requires quality documentation including information gathering, processing and sharing. These are essential prerequisites to the operation of these NGOs.

Most of the leaders have made operational changes in last five years as prior- practiced method was found by them as obsolete and not suiting to modern needs. They have introduced use of information technology like computer, internet and skype etc. Korten et al., (1987) revealed that dealing with a number of current development crises will ultimately require facing up to the challenge of democratization. The types of reform indicated involve complex organizational changes that are needed to survive in modern scenario.

Leaders hold important responsibility of decision making. Nevertheless, execution of those decisions at right time and in a right way is their accountability. Leaders keep themselves abreast of new ideas as well as about events undergoing in wider environment to keep them informed about the developments in social sector. They are open to new ideas and opportunities, so they interact with people having expertise knowledge. As confining these strategies to them would not do, they also encourage their employees to experiment and innovate (Ladegard and Gjerde 2014, Crossan et al., 2008, Munduate and Medina, 2004). Planning done by the leaders may not always be successful and effective so, the leaders should keep it flexible with ample scope for change and alteration in plans made by them. They are enthusiastic and progress oriented. The employees must have explicit vision and description of goals of particular project. The leaders give them a clear conception of the working and purpose of projects undertaken by the organisation. Strategies to accomplish goals are made as such that those are in line with values and objectives of the organisation.

To ensure success the leaders create a sense of common identity, commitment and optimism in the team. For doing so employees are appreciated and praised to boost up their morale. Besides these they ensure that the employee operates in "plan-do-review" cycle and leader conducts "one-to-one" review session (Bassa and Steidlmeiera, 1999). The morality of transformational leadership has been sharply questioned, particularly by libertarians, "grass roots" theorists, and organizational development consultants. Papers argue that to be truly transformational, leadership must be grounded in moral foundations. The four components of authentic transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) are contrasted with their counterfeits in dissembling pseudo-transformational leadership on the basis of (1) the moral character of the leaders and their concerns for self and others; (2) the ethical values embedded in the leaders' vision, articulation, and program, which followers can embrace or reject; and (3) the morality of the processes of social ethical choices and action in which the leaders and followers engage and collectively pursue (McMiullin and Martinez, 2004).

Like corporate and other sectors, in social sector also there is job description for staffs and leaders which ensure that competence of the staffs matches to the post-description. There is great emphasis on documentation of the procedures and reports on results of the operations; this has been done to ensure that no question and allegation is put as there is an image of NGOs of hiding facts and manipulating reports for creating good reputation and credibility (Burger and Owens, 2010). Amid calls for NGOs to become more accountable, this work examines discrepancies between what NGOs say and do. They find that nowadays, the threat of NGOs being caught reduces the likelihood of financial misrepresentation, while a desire to maintain a good reputation leads to misrepresentation of community consultation. NGOs with antagonistic relations with government may be more likely to hide information; and that unrealistic donor demands may be an obstacle to transparency.

Dream projects of organizational leaders in Bihar are almost the same. All of them crave to excel in the areas of their operation. They wish for to work for socially excluded and marginalized group of society. Projects for youth employment are also in their agenda seeing to the critical problem of state *i.e.* unemployment.

IV.   Conclusion

This study illustrates that effective and efficient management and leadership is needed for success of the NGOs. The study explicitly shows the positive and significant relationship between leader's style and strategy and its nexus with leadership effectiveness which has sweeping impact on employees' motivation, commitment, employee's satisfaction and well being as well as on enhancement of employees' work

performance and organizational productivity. In spite of various constraints, they have been successful by adopting appropriate style and making strategies without any loose ends. The findings also prove that leaders are outstandingly appropriate for inducing organizational commitment in the employees resulting in the effective management and development of concerned NGOs. This study also identifies that leaders in present day social sector are surviving and succeeding through new approaches like employee's involvement in decision making, team work, acquaintance with new developments, using new technologies and above all, their affable and compassionate attitude towards the community. Leaders are behaving as motivators to enhance productivity of their employees and work as a team member unlike traditional leaders who were merely concerned with supervision of their subordinates resulting in betterment of work environment.

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Figure legends:
1. Figure 1.1: Concepts of leadership used in the study.
2. Figure 2.1: Methodology: Flow diagram.
3. Figure 3.1: Cross tabulation analysis of 15 NGOs working within a region, state or province focuses on target population.
4. Figure 3.2: Scatter plot and line of best fit for relative scores of strategies and effectiveness of various NGOs.
5. Table 1: Cross tabulation analysis of 15 NGOs working within a region, state or province focuses on target population.
6. Table 3.2: Composition of employees.

7. Table 3.3: Relative scores of strategies and effectiveness of various NGOs.

Table 3.1: Cross tabulation analysis of 15 NGOs working within a region, state or province focuses on general population

Target groups	Villages or rural	City or urban area	Within region, state or province
General population	3 (20%)	1 (6.67%)	7 (46.67%)
Youth	2 (13.33%)	1 (6.67%)	5 (33.33%)
Women	1 (6.67%)	1 (6.67%)	7 (46.67%)
Destitute and old	1 (6.67%)	0	3 (20%)

Table 3.2: Composition of employees

NGOs Serial No.	Total strength	No. of women	% of women
1.	14	07	50
2.	25	12	48
3.	60	03	05
4.	30	15	50
5.	118	38	32.2
6.	13	04	30.77
7.	13	07	53.85
8.	15	05	33.33
9.	202	176	87.13
10.	11	03	27.27
11.	16	02	12.5
12.	18	03	16.67
13.	26	10	38.46
14.	22	04	18.18
15.	15	02	13.33

Mean percentage of women is 34.446%.

Table 3.3: Relative scores of strategies and effectiveness of various NGOs.

NGOs Serial No.	Strategy	Effectiveness
1.	8.9	8.4
2.	8.8	8.2
3.	9.9	9.3
4.	8.5	8.3
5.	9.2	8.5
6.	7.3	8.0
7.	8.9	8.2
8.	7.1	8.2
9.	9.2	7.9
10.	7.7	8.5
11.	8.5	8.0
12.	8.2	8.5
13.	8.3	8.0
14.	7.5	8.0
15.	8.5	8.2

The correlation coefficient (r) = 0.4903

The regression / line of best fit linear equation is: $y = 6.434 + 0.219 \times x$

The standard error in the slope $\sigma_m = \pm 0.1328$

The standard error in the intercept $\sigma_b = \pm 1.1086$

The standard deviation of $\sigma_y = \pm 0.3628$

The Pearson correlation coefficient (r) = 0.490328 {P($r' < r$) =0.968245; P($r' > r$) =0.0317549}.
The Spearman's rank correlation coefficient (ρ) = 0.335714 {P($\rho' < \rho$) =0.895465; P($\rho' > \rho$) =0.104535}.

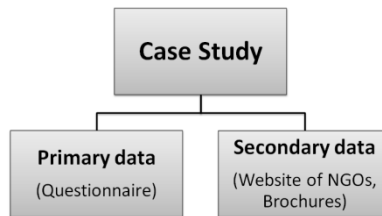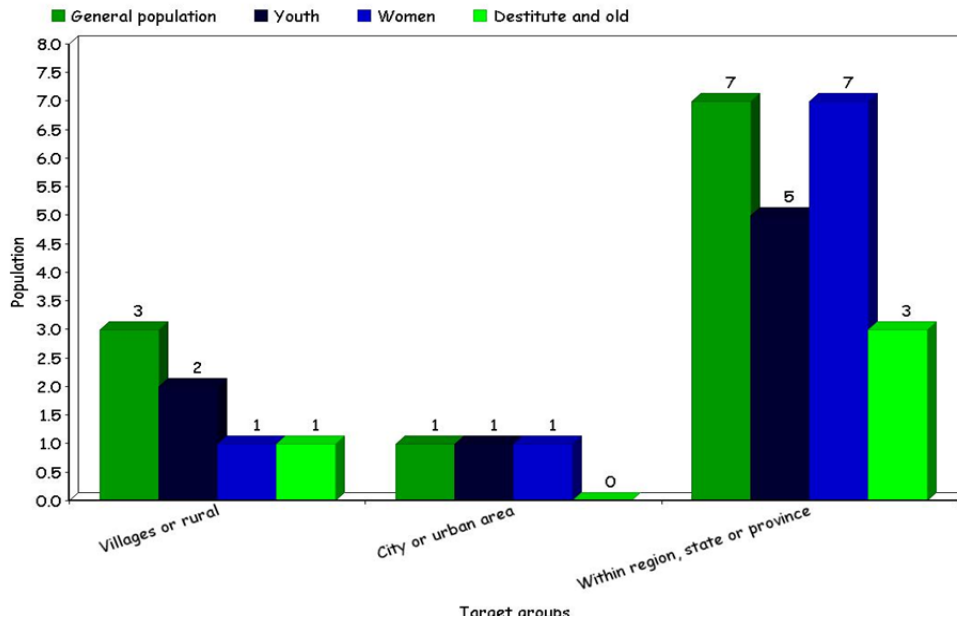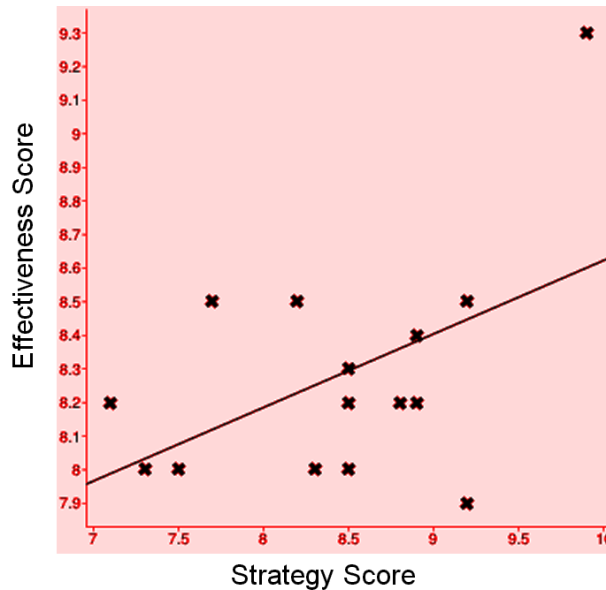Figure 1.1: Concepts of leadership used in the study

Figure 2.1: Methodology

Cross tabulation analysis of 15 NGOs working area

Supplementary Materials

Relative scores of strategies and effectiveness of various NGOs.
In situation when everything is going smooth and well here, leaders still have a role to play. Seeing that all the team members have good relations and there is no need of any direction of instructions of the leader the successful leaders, go for introspection rather than instructing and directing. Most of the leaders take opinion of their group members as if they need his direction, and act accordingly. In case the group members seek leader's direction and insights, they give it and if it is felt that the employees can handle the working on their own, he will go for non-interference and let the group work according to their wishes.

Correlation Data Calculation: The correlation coefficient (r) = 0.4903
Explanation of correlation coefficient (r) in three steps:

Step 1: The $X \times Y$, X^2 and Y^2 were prepared in the table below:

X	Y	X×Y	X×X	Y×Y
8.9	8.4	74.76	79.21	70.56
8.8	8.2	72.16	77.44	67.24
9.9	9.3	92.07	98.01	86.49
8.5	8.3	70.55	72.25	68.89
9.2	8.5	78.2	84.64	72.25
7.3	8.0	58.4	53.29	64
8.9	8.2	72.98	79.21	67.24
7.1	8.2	58.22	50.41	67.24
9.2	7.9	72.68	84.64	62.41
7.7	8.5	65.45	59.29	72.25
8.5	8.0	68	72.25	64
8.2	8.5	69.7	67.24	72.25
8.3	8.0	66.4	68.89	64
7.5	8.0	60	56.25	64
8.5	8.2	69.7	72.25	67.24

Step 2: The sum of every column was calculated to get:
$$\sum X = 126.5, \sum Y = 124.2 , \sum X \times Y = 1049.27, \sum X^2 = 1075.27, \sum Y^2 = 1030.06$$
Step 3: To work out the correlation coefficient the following formula is used:
$$r = \frac{n \cdot \sum XY - \sum X \times \sum Y}{\sqrt{[n \sum X^2 - (\sum X)^2] \times [n \sum Y^2 - (\sum Y)^2]}}$$
$$r = \frac{15 \times 1049.27 - 126.5 \times 124.2}{\sqrt{[15 \times 1075.27 - 126.5^2] \times [15 \times 1030.06 - 124.2^2]}} \approx 0.4903$$

Regression Data Calculation:
The regression / line of best fit linear equation is: $y = 6.434 + 0.219 \times x$

Explanation of regression line calculation in four steps:
Step 1: The $X \times Y$ and X^2 has been calculated as given in the table below.

X	Y	X×Y	X×X
$\sum_{i=10}^{n} x_i = 91.40$	$\sum_{i=1}^{n} y_i = 91.00$	$\sum_{i=1}^{n} x_i \times y_i = 757.76$	$\sum_{i=1}^{n} x_i^2 = 766.92$
8.9	8.4	74.76	79.21
8.8	8.2	72.16	77.44
9.9	9.3	92.07	98.01
8.5	8.3	70.55	72.25
9.2	8.5	78.2	84.64
7.3	8.0	58.4	53.29
8.9	8.2	72.98	79.21
7.1	8.2	58.22	50.41
9.2	7.9	72.68	84.64
7.7	8.5	65.45	59.29
8.5	8.0	68	72.25
8.2	8.5	69.7	67.24
8.3	8.0	66.4	68.89
7.5	8.0	60	56.25
8.5	8.2	69.7	72.25

Step 2: The sum of every column was calculated:
$$\sum X = 126.5, \sum Y = 124.2, \sum X \times Y = 1049.27, \sum X^2 = 1075.27$$

Step 3: To find a and b the following equations were used:
$$a = \frac{\sum Y \times \sum X^2 - \sum X \times \sum XY}{n \times \sum X^2 - (\sum X)^2}$$
$$= \frac{124.2 \times 1075.27 - 126.5 \times 1049.27}{15 \times 1075.27 - 126.5^2} \approx 6.434$$
$$b = \frac{n \times \sum XY - \sum X \times \sum Y}{n \times \sum X^2 - (\sum X)^2}$$
$$= \frac{15 \times 1049.27 - 126.5 \times 124.2}{15 \times 1075.27 - 126.5^2} \approx 0.219$$

Step 4: Substitute a and b in regression equation formula
$$y = a + b \times x$$
$$y = 6.434 + 0.219 \times x$$

In addition, the Pearson (r), Spearman (ρ), and Kendall (τ) correlation measures of association between paired variables, and the associated statistical significance are computed. We have looked at Pearson's (r) as a useful descriptor of the degree of linear association between two variables i.e., effectiveness and strategy. Pearson r coefficient varies between −1 and +1, with +1 indicating a perfect positive relationship (a high score on variable X = a high score on variable Y), -1 a perfect negative relationship (a high score on X = a low score on Y), and 0 no relationship. Thus, in our example a positive correlation coefficient would mean that if we have better strategy then effectiveness is better as well. The Pearson correlation coefficient value of 0.490328 {P($r' < r$) =0.968245; P($r' > r$) =0.0317549} confirms what was apparent from the graph, *i.e.* there appears to be a positive correlation between strategy and its effectiveness.

The Spearman's rank correlation coefficient (ρ) is a statistical measure of the strength of a monotonic relationship between paired data and is by design constrained as $-1 \leq \rho \leq +1$. And its interpretation is similar to that of Pearsons r test, e.g. the closer ρ is to ± 1, the stronger the monotonic relationship. From the graph we can see that this is a perfectly increasing monotonic relationship between strategy and its effectiveness with ρ is equal to 0.335714 {P($\rho' < \rho$) =0.895465; P($\rho' > \rho$) =0.104535}.