

Transformational Leadership: An Approach of Business Sustainability during the COVID-19 Pandemic with Special Reflection to India

Przywództwo w czasie transformacji: podejście do zrównoważonego biznesu podczas pandemii COVID-19 z perspektywy Indii

Purnima Lenka¹, Sarita Kar²

*Department of Humanities and Social Sciences,
Indian Institute of Technology (ISM), Dhanbad
E-mails: ¹purinmalenka93@gmail.com, ²karsarita@gmail.com*

Abstract

The whole world is in the crisis of monumental proportions because of the effects of COVID 19. It is the most deadly pandemic not only in India but globally. The cost of the pandemic as concerning the loss of human lives is painful, but the effects on the global economy and the prospects for sustainable development are also worrying. How to sustain the business organization in this time of pandemic is one of the most crucial questions raised in this time.

The present paper investigates the role of business leaders in this time of COVID 19 and their concerns towards business sustainability with special reflection to Indian business organisations. This paper basically deals with two questions the first one is what is COVID 19 and its effects, the second one is the role of transformational leaders towards business sustainability in this time of the pandemic.

Key words: COVID-19, organisations, supply chain, sustainability, transformational leadership

Streszczenie

Z powodu skutków COVID-19 cały świat przeżywa kryzys o ogromnych rozmiarach. Jest to najbardziej śmiertelna pandemia nie tylko w Indiach, ale i na całym świecie. Koszt pandemii związany ze śmiercią ludzi jest bolesny, ale niepokojące są również skutki dla światowej gospodarki i perspektywy zrównoważonego rozwoju. Jak utrzymać organizację biznesową w dobie pandemii, to jedno z najważniejszych obecnie pytań.

Niniejszy artykuł bada rolę liderów biznesu w czasach COVID-19 i ich obawy dotyczące zrównoważonego rozwoju biznesu, ze szczególnym uwzględnieniem indyjskich organizacji biznesowych. Niniejszy artykuł dotyczy zasadniczo dwóch pytań: pierwsze dotyczy tego, czym jest COVID-19 i jakie są jego skutki, a drugie dotyczy roli liderów transformacji w kierunku zrównoważonego rozwoju biznesu w dobie pandemii.

Słowa kluczowe: COVID-19, organizacje, łańcuchy dostaw, zrównoważoność, przywództwo w czasie transformacji

1. Introduction

COVID-19 is an unembellished problem not only for India but globally. All individuals exist in time without any precedent. This horrible pandemic not only affects human health but also affects the society, environment, and the business world. The impact of the

coronavirus pandemic in the Indian economy has been substantially disruptive. Indian GDP has plummeted in the quarter ending in June by -23.9 percent on a year-over-year constant price basis, as attempts by the country to eradicate coronavirus have created economic havoc. The GDP rate of India has collapse to face the pandemic (Statista.com, 2021). The

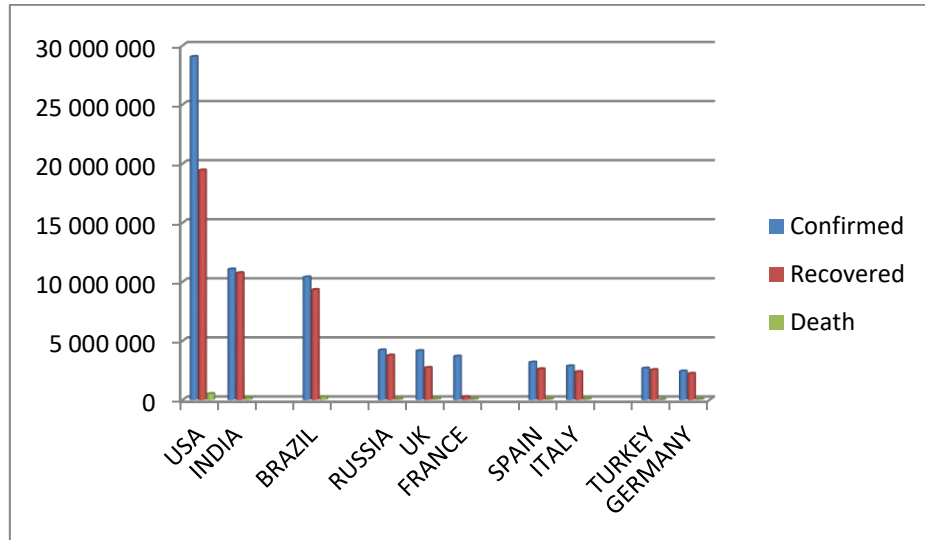


Figure 1. Top ten affected country in worldwide, sources: WHO, CDC, ECDC, NHC of the PRC, JHU CSSE, DXY, QQ, and various international media Note: This figure shows the top ten country affected by COVID -19 by the corona tracker (coronatracker.com, 2021)

World Bank and rating agencies downgraded India's fiscal year 2021 performance, with India's lowest figure, in the first three decades since India's economic liberalization in the 1990s (Mallya, D'Silva, 2020, p. 197). India's unemployment ratio increased in a month from 6.7 percent on March 15 to 26 percent on April 19 (See figure -2). An estimated 14 crore people lost their jobs during the period of lockdown. More than 15 percent of households across the nation reported lower incomes compared with the previous year. The Indian economy was estimated to lose more than 32,000 crores daily in the first 21 days of complete lock-down declared after the coronavirus outbreak (Eduindexnews.com, 2020). Less than a quarter of India's 2.8 million dollars economic activity was usable under full lockdown. Up to five percent of companies were expected to be greatly affected. *The COVID-19 pandemic outbreak has forced many businesses to close, leading to an unprecedented disruption of commerce in most industry sectors* (Donthu, Gustafsson, 2020). Major business organizations in India such as Tata Motors, Bharat forge, Larsen & Turbo, Ultra tech cement, Aditya Birla groups, BHEL have temporarily suspended due to the effect of COVID-19. This pandemic not only affects the major business organization but also affects the new start-up small organizations. Young start-ups were affected by a fall in funding. The rapid movement of consumer goods firms in the country has substantially reduced their operations. The stock market in India on 23 March 2020 posted its worst losses in history (Indianexpress.com, 2020).

Present-day the epidemic has significant economic effects worldwide, and it does not appear that any nation has not affected. After a long dreadful period, now India moves towards work. Business organizations are trying to stabilize in this pandemic. The

leaders have played a major responsibility to sustain the business organizations in this situation. The leaders need to come back to work with proper strategy and plan to tackle the current pandemic situations because the leaders and their decisions might be the only way to make the organization stable. It is in this sense that business leaders should respond to the effects of the crisis with coronavirus.

2. COVID 19 as a Pandemic: An analysis

COVID-19 marks the return of a threat which is very old – and familiar. Throughout human history, nothing was more devastating than the disease-causing viruses, bacteria, and parasites. Worldwide billions of deaths were reported due to these pandemics. The COVID-19 pandemic is first and foremost a humanitarian crisis. It is a severe acute respiratory syndrome caused by an infection. It was first identified in Wuhan, China in December 2019 and has since spread worldwide, leading to a continuing pandemic. It emerges as the largest pandemic experienced globally as it has affected more than 200 countries. World Health Organisation has declared the COVID 19 pandemic as a global health emergency (WHO, 2020). In addition, it has a wide range of Clinical signs of common colds, fever, and respiratory problems that are found in infected people and can contribute to the seriousness of the disease to die. The disease morbidity rate is found to be very high in elderly patients, as well as those with co-morbidity as asthma, diabetes, heart disease, and cancer (Chu et al., 2004; Zhou et al., 2020). More than 5.59 million cases in 188 countries and territories were reported as of last May 2020, resulting in more than 350,000 deaths. More than 2.28 million recovered. The interesting thing is that worldwide India has second place in COVID-19 cases after the USA

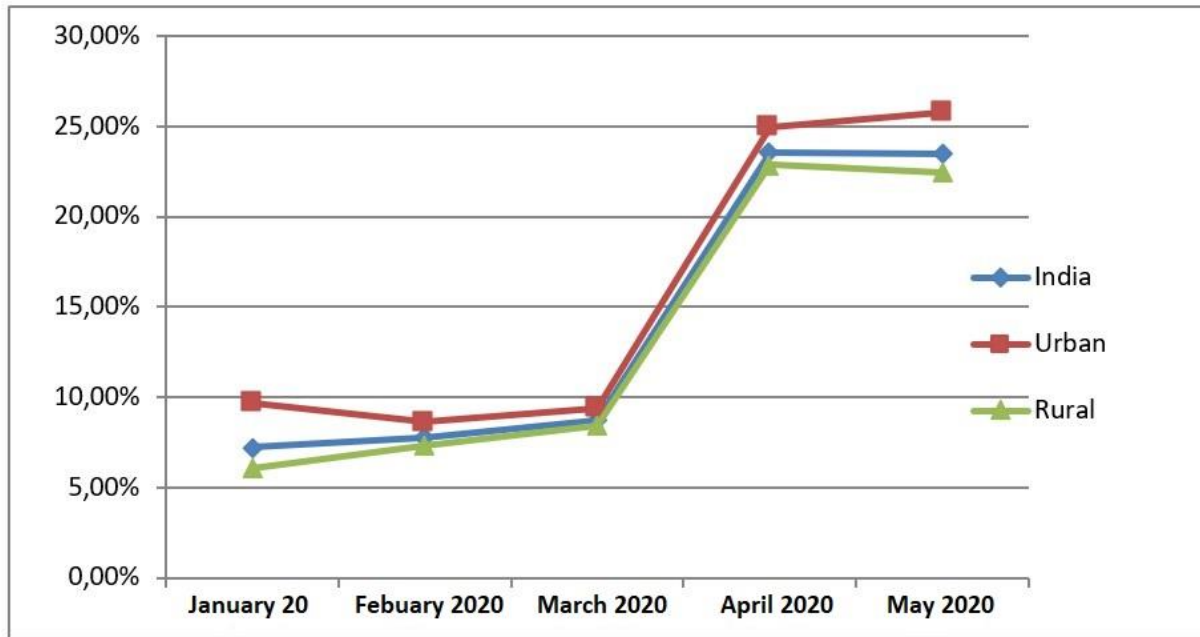


Figure 2. Unemployment rate in India. Source: centre for Monitoring Indian Economy Pvt. Ltd, unemployment rate in India Note: unemployment rate in India from January 2020 to May 2020 by centre for Monitoring Indian Economy Pvt. Ltd.

and Brazil has a third-place after India. The cases number of USA has 28261619, the India has 11030176 cases and Brazil has 10257875 cases. The case numbers between India and Brazil is almost the same but in mortality rate the India has the third position after the USA and Brazil. Whenever the USA has 502681 cases, Brazil has 248529 cases and India has 156567 mortality cases (See figure 1). The pattern seems puzzling. In population, wise India has the second positions after china. India's high population opens the door for viruses. Executing social distancing is a challenge for 1.3 million people who are living in close quarters with joint families. Especially the slum areas people, where the whole family live in a small room where social distancing is well near unthinkable. No doubt it is difficult to point out a particular reason why India's mortality rate is fewer than the USA and Brazil. Some researchers say that the COVID-19 had a relatively late arrival in India, thus giving it a chance to learn from experience (Theprint.in, 2021). Different research has shown that younger COVID-19 patients are less likely to die from the infection maybe this is also one of the reasons for India's fewer mortality rate. The normal age of the Indian populace is 26.8 years, while that of the US and Brazil is 38.5 years and 33.2 years. A research carried out by top genetic experts has shown that Indians can be grateful to their genes for battling with the COVID pandemic with a comparatively lower mortality rate as compared to the US and European nations (see figure 1). The international team analyzed complete ACE2 gene DNA data from different continental populations and

found that some gene mutations are helping populations in South Asia and East Asia to battle the virus effectively and reduce the mortality rate relative to the US and Europe (Nationalherald-india.com, 2021).

The pandemic is becoming an on-going international epidemic, with significant effects on the health and economic activities of citizens. Efforts to contain the virus and support those directly affected are paramount. The actual expense of the coronavirus pandemic won't be counted for a while. But one casualty now necessarily follows: sustained growth. The pandemic has revealed the inability of the world to meet basic human needs, especially with regard to health. Still, it is threatening to erase the recent social, economic and environmental advances, particularly among the most vulnerable populations in the world.

3. Impact of Covid-19 on Business organization: An overview

All socially necessary financial actions that are persuaded for-profit purposes can be defined as a business. It is a part of living, one of the important pillars of our society. It is the backbone of our economy. In addition, a market is not just a company; it is a network of performers that operates according to a set of principles. These processes are also called value-generating complex ecosystems (Vargo & Lusch, 2011). It indirectly helps the individual to live their own life according to their need and greed. But in this situation, the scenario is something different. Business organizations are badly affected by the effects of COVID-19. *The COVID-19 outbreak is*

likely to cause bankruptcy for many well-known brands in many industries as consumers stay at home and economies are shut down (Tucker, 2020). No one has any idea about how long the crises will last but everyone can see how this pandemic destroys the business world. Maximum business organizations have temporarily closed from March end to now. The ratios of unemployment in India rose day by day (see figure 2). The point is who will sustain the business organization and preserve the unemployment ratio. Literature shows that how decision-making capacity makes the situation worst, at the same time; it also helps to sustain the organization in the worst situation. (Power, 2002, p-47; Daft & Marcic, 2010, p-188; Fleisher & Bensoussan, 2015, p-17). The concept of business sustainability depends on the decision-making capacity of business leaders. Leaders should come back to the organization with proper planning, which will help to sustain the business organization. The leaders should be more cautious to find out the way to sustain the organisation and to invest the money in a proper way for future growth and stability. Sustainability is not only concerned with protecting and sustaining our world, it is also concerned with good and responsible corporate governance and social responsibility. The main thing is the future of business organisation after COVID-19. Due to the pandemic, the unemployment rate rose so high, As compared to the previous year, more than 45 % of households across the nation have recorded an income decline.

India's enthusiasm for a constructive approach to achieving the Sustainable Development Goals (SDGs) seems to have taken a back seat in this time of pandemic crisis. A crucial question to pose at such a time is how to prioritize our long-term priorities in light of the current situation? Will we be more concerned about climate change threats instead? How do we achieve resource productivity while maintaining safe communities and implementing methods for conserving nature and its resources from our past? During the current situation these issues may not seem of utmost importance but are equally relevant and need to be addressed on a forum of its own.

At this time business organizations are somehow play an important role to tackle the terrible situation. The pandemic has affected all sectors of the economy, among them, MSMEs are the worst affected. It means the business leaders should be more cautious to stabilize the home grounds of MSMEs. This sector also has major contributes to Indian GDP, countries have about 25% GDP from service operations and more than 33% to India's manufacturing production (Economicstimes.indiatimes.com, 2021). The leaders need to focus on MSMEs to stable the GDP and at the same time it also helps to control over the increasing unemployment ratio. Small organizations are like the backbone of the Indian economy. This sector is like the engine of growing

India, that's why the government of India has implemented many policies and influence the MSMEs to strengthen their sector. The MSMEs development act was enhanced in the year 2006. The main aim of this act is fascinating the promotion, development, and enhancing the competitiveness of MSMEs and for matter connected therewith. After that, the Indian government was set up in 1954 as an apex body for MSME's sustained and coordinated growth, providing some policies for the creation of MSMEs; they are like a small industry development organization. In 2020 the COVID-19 has threatened the Indian economy, resulting in the possibility of a breakdown of the MSME sector. In connection with this very sudden closing down, there are an infinite amount of questions we might ask ourselves. In such cases, for example, how are we taking care of employees? Why don't businesses get more organised to treat cases like this? Since the post-pandemic world will wake up to a new trade society with governments around the world enforcing the lockdown and making social isolation the new standard. Countries across the globe have taken very different approaches to deal with the existing work shortages and infrastructure pressures. This pandemic creates a different set of circumstances that make countries more nationalistic and less globalized. This nationalistic circumstance opens the opportunity door to MSMEs.

3.1. Supply Chain and COVID-19: An Overview

The supply chain is the whole production and delivery system for a product or service from the very first phase of the raw materials up to the final product delivery. The supply chain is an essential point for complete and successive business organisations. It is the process of making and selling goods. COVID-19 pandemic has hit the business organisations from the root level around the world. This pandemic situation creates a challenge for business leaders to sustain the organisation in front of COVID-19 crises. Business leaders are face lots of challenges to sustain the business organisation; supply chain is one of the important challenges for leaders because the whole process depends on the supply chain system. In a post-COVID-19 world, supply chain stress tests will become a new norm. The distributed global business model, optimized for minimum cost, is finished. The rule and procedure of the supply chain after a pandemic is totally changing. The modern supply chains face unprecedented pressure and are drawing an increased level of inquiry. Many supply chains were broken after the lockdown as a result many business organisations suffered a lot. One fact is clear: many organizations, especially those that rely on China to meet their requirements of raw materials or finished products, have already been vulnerable to this situation. This includes pharmaceuticals, automobiles and chemicals, and textiles. This

change will hit the small and poor business organisations; maybe some organisation will withdraw or quit the business sector because before the COVID-19 the rule for supply chains was so cheap which don't make any financial burden on small and medium organisation but after lockdown, the thing has changed. COVID-19 is the black swan event that eventually forces numerous business organisations, to reconsider and transform the global model of their supply chain. COVID-19 teaches business leaders to stress new performance measures including resilience, responsiveness, and adaptability when drawing up future supply chain designs, apart from cost, quality, and delivery. The model of tomorrow calls for new optimization priorities and a stable way will be preferred. The supply chain has become a leading player in all areas, from playing an organizational role behind the scenes to being the prime conductor of the company. It is understandable that most companies now focus on the short-term with their strategies that deal with the situation of COVID-19 is a temporary problem. But if companies strategically look at and cleverly align their current situation, it certainly will help drive future growth and competitive advantage over the next few years. This will increase organizations' end-to-end visibility of the supply chain. They could build new products, services, and innovations to provide their customers with greater value through collaboration with their suppliers. Enterprises can develop better digital capabilities to better obtain, cooperate and manage their suppliers. Finally, this could make e-commerce more efficient and provide an Omni-channel approach in combination with more traditional operations and online channels. In order to lower the supply-side risks of any country, companies would also try to broaden supply chains from a geographic perspective. There will be identified multiple sources of key commodities or strategic components and protocols to activate alternative supply sources in the short term. Domestic companies have to develop their own local procurement units and adopt alternative strategies to decrease China's dependency. This kind of strategy will help the organisation to face the uncertain challenges in future.

4. Transformational Leadership: Revisiting leadership theory

The leadership concept has become increasingly one of the most prominent subjects in the field of business over the last decade. Globally it has increased the attention of different organizations in the 21st century. There are different varieties of leadership styles that are available in the full range of leadership models (FRLM). The FRLM is a Base's leadership theories which center of attention is to analyse and examine the behaviour of leaders in a different predicament in the business domain. B.M Bass and Avolio in their co-authorized article *Transactional*

leadership and organisational culture explain the concept of three distinct leadership styles such as transactional, laissez-faire, and transformational leadership. Among the three leadership styles one is appropriate for this challenging situation, that one is transformational leadership.

Transactional leadership style:

This style is an essential and integral part of the full range leadership model which encompasses on the performance of leaders in the business domain. This style of leadership is based on open reward and punishment for this it is able to keep followers motivated for the short term. Buns in his notable work *leadership* explain transactional leadership occurs when a person takes the initiative in making contact with others for the purpose of valued things. It means this style has some limitation because this kind of style in an organisation is based on reward and punishment, that it is not applicable in the time of the pandemic.

Laissez-faire leadership style:

Laissez faire leadership style comes from French means let it to be or leave it alone. In a practical sense it means leaders leave it up to their subordinates to complete responsibilities in a manner they choose, without requiring strict policy and procedure. This style is also not applicable in the time of pandemic because this time needs teamwork. In this challenging period, the organizations can't leave everything on the leaders and the business leaders can't leave everything on the shoulder of subordinate. The above two leadership styles are necessary for organizations but at this time this style is not sufficient to tackle the pandemic situations.

Transformational leadership:

It is a style of full-range leadership model; it is defined as a leadership approach that causes a change in the individual and social structures. It produces, in its ideal form, a valuable and beneficial change in the followers, with the ultimate purpose of turning followers into being good leaders. It has been described as key issues in getting more creative and empowering workers to solve different kinds of challenges through their organizational citizenship behaviors. Leaders have the capacity to manage the socio-economic balance in the business organization; social status also affects the growth of the business. Leadership has been paid increasing attention in the social work profession in the 21st century (Rank & Hutchison, 2000, p-08; Zhang, Liu & Wang, 2020, p-467). The business world should maintain social work and integrity to show their responsibility towards society and the environment, which will help the leaders to attract the customers towards organisation. Different literature shows that leaders with outstanding ability could help the organization to achieve more remarkable success in day to day developing market. (Prentice, 2004; Businessnews-daily, 2021). Because today's market requires integrity and ethics (Abela & Murphy, 2008, Hbr.org,

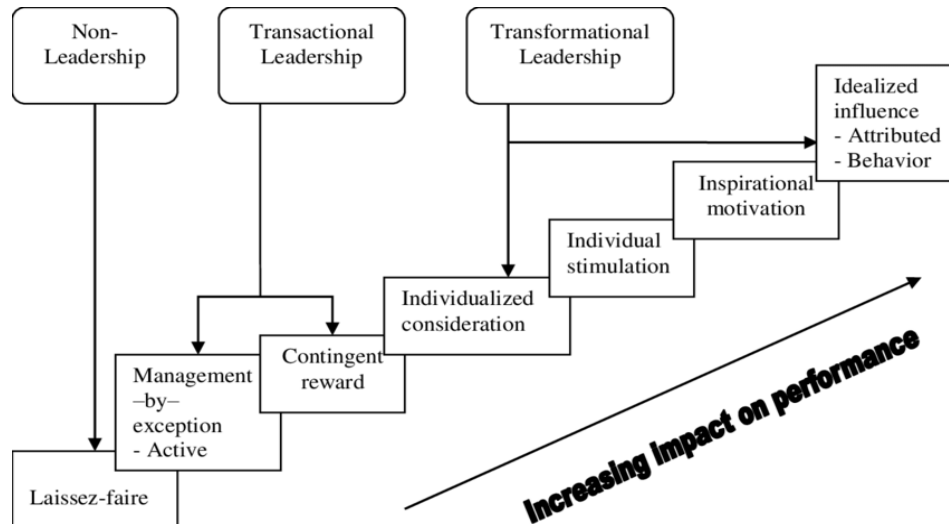


Figure 3. The full range leadership model, source: Kirkbride, 2006; Bass & Avolio, 2000, 2003; Graham, 2008

2021). Over the past three decades, transformational leadership (TFL) has emerged as one of the predominant leadership approaches to understanding individual, group, and organizational effectiveness (Avolio, Walumbwa, & Weber, 2008; Rumsey, 2013, Mayr, 2017).

In today's critical systems, the speed and complexity of the coronavirus epidemic present exceptional challenges for leaders. In this time of pandemic, the organisations situations are something different than the previous time. The whole world is ready to work with new normal situations. It is easy to say that, why business leaders have overlooked the opportunities and fair communications to tackle pandemic situations. But it is a mistake to assume that in these bleak times, leadership failures are all that we can expect. The pandemic is an unexpected challenge for the whole world, within the challenging period now the leaders should act in an immediate, truthful, and iterative manner, understanding the errors are inevitable and correcting the course is the way to deal with them when they happen, not assigning blame. To tackle the effect of the pandemic situations in an organisation the business leaders should take some leadership model. Different kinds of leadership models are able to make the leaders effective to tackle the worst situations *Effective leaders are considered one of the most pivotal resources for organizations both in times of normalcy and crisis, yet international criticism has flared pertaining to national, state, local, corporate, and policy leadership in this COVID-19 environment of discontinuous change* (Shufutinsky, DePorres, Long & Sibel, 2020). The concept and model of transformational leadership help those leaders to reframe adversity. It is a chance to establish the positive transformational change in organisations. Through decades of interaction with leaders in high-impact environments, the transformational leadership structure and practice methodology at the root of the curriculum has developed. In

order to bring the ideas to use, each principle is combined with pragmatic instruments and techniques. It helps the leaders to take the right decision in the time of the pandemic, which will be in the favour of organisations and society.

4.1. Models on Transformational Leadership Characters

Literature shows various leadership styles, which help managers to develop leadership qualities in organisations. Even there are lots of models on transformational leadership has developed by many researchers. (Bass and Avolio, 1994; Kirkbride, 2006; Winfrey, 2016). All researchers are trying to illustrate the character and responsibility of transformational leadership in an organization towards the followers, society, and customers. Some of them as discuss, which will be appropriate model for leaders to tackle the worst situations.

4.1.1. The full range leadership model

The full-range leadership model was developed by Kirkbride, 2006; Bass & Avolio, 2000, 2003, the focus of this model is on the increasing impact on performance. This model asserts that there exists an appropriate strategy to convert transactional leaders to transformational leaders. However, we find the strategy on how to develop the transaction leader into full range leaders (see figure 3) the full range leaders represent the steps through which a non-leader can able to be a full range of leaders and increasing the impact on performance. At the same time, this figure shows how transformational leaders overcome transactional leaders. High-performance workplace development has become even more critical and company leaders must be able to motivate team participants to move beyond their mission requirements. As a result, a new leadership concept emerged-one of them is transformational leadership. This model can be used to develop transformative leadership within organizations.

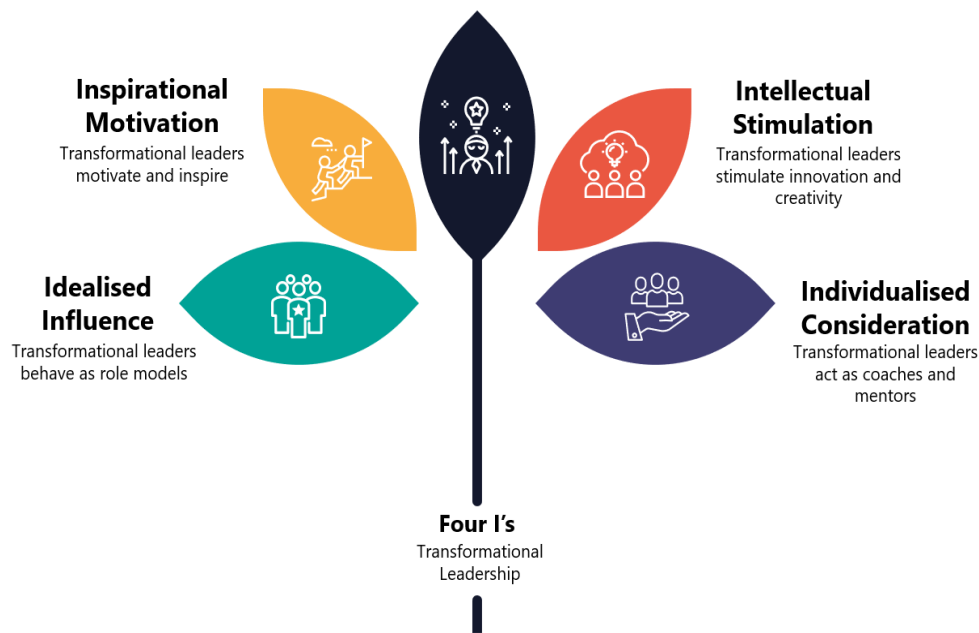


Figure 4. I'S model, source: Bass and Avolio, 1994

4.1.2. Four I's model

This four I's model (figure 4) was developed by Bass and Avolio (1994), the main focus of this model is on the characteristics of transformational leaders. This model asserts that there exists an appropriate balance on the leader's behavior and responsibility with idealized motivation, idealized influences, intellectual stimulation, and individualized consideration. However, we find that only the transformational leaders maintain the balance among the four I's (see figure 4), the four I's represents the role and responsibility of transformational leaders in an organization. Hence this model ultimately leads to helps the leaders to take stable decisions which are useful for the organisation on undergoing environmental turbulence and an ever-changing situation. So that, the four 'I' will help the business leaders to face the pandemic and take the right decisions to tackle the worst situations.

Individualized consideration: The first point of the *transformational* leadership style is individualized consideration (IC). The leader of the IC shows consideration for their followers respects them as individuals, gets to know them well, and listens to their concerns and their ideas. (Kirkbride, 2006, p-26). Individual consideration is the most important point to engage the employees in work because at this time of pandemic situations many feel mental pressure to lose their jobs or work in close proximity to people who are potentially infected. It means to influence the employees to achieve the common goal individualized consideration should take the prior seat. Transformational leaders behave in ways that lead them to be role models of their followers that they have been admired, respected, and trusted and followers wish to emulate.

Intellectual stimulation: The second theme of the transformational style is intellectual stimulation as shown in figure 3. It is one of the important pillars of a leader's character; leaders with this style stimulate and encourage creativity in their followers, which will help the leaders to influence their followers to be creative. Self-reliance is one of the results of creativity. Looking at the current situations, the whole country realizes that Self-reliance is also a way to sustain the GDP of India. Intellectual stimulation (IS) essentially involves the leader encouraging followers to think for themselves through questions and problems and thus develop their own abilities. It helps the employees to get a ride from this horrible pandemic situation and able to fight against the situation. Maybe this is the reason that the Indian government announced the Atmanirbhara Bharat scheme, which is the best opportunity for individuals as well as employees of MSMEs. Transformational leadership encourages the efforts of its followers to be inventive and imaginative through challenging, hypothesizing, avoiding issues, and addressing old circumstances in new ways. New ideas and innovative problem-solving approaches are sought from followers interested in the problem-solving and solution-finding process. Leaders should be encouraged their followers to seek different approaches and not dismiss their ideas because they vary from their members. This kind of style must be needed to tackle the pandemic.

Inspirational motivation: The third kind of transformational style is inspirational motivation. It is one of the important styles the leaders should follow to achieve the goal. The inspirationally motivating leader (IM) has the potential to inspire followers to achieve superior results. Those leaders tend to be

able to express a vision of the future in an exciting and convincing way that the followers can embrace and aspire to. (Kirkbride, 2006, p-26). TFL should act in ways that empower and encourage those around them by presenting their followers with meaning and challenges. The leaders include followers in envisioning the potential desirable Country. That will be also helping the leaders to face the pandemic and sustain the organisations.

Idealized influence: The final transformational style refers to the leader who has become for those around them an idealized influence (II) or *role model*. These leaders are seen as role models either because they possess certain personality traits or *charisma* or because they possess certain moral behaviours' (Kirkbride, 2006, p-27). TFL should behave in ways that lead to their followers becoming role models. The leader can be counted on doing the right thing, displaying high ethical and moral standards of behaviours. Leaders should avoid using power for personal gain, and only use it when it is necessary. In all fields of western societies, including public organisations, transformational leadership has already spread as a development tool. As an example, as a fundamental solution to its leadership training and development, the Finnish defense force uses a very deep lead model. The deep lead model is basically based on the theory of transformational leadership. This style helps business leaders to transform plans and criteria according to their ever-changing situation.

5. Transformational leadership at the time of Pandemic

This situation requires such leaders that have the ability to respond to challenging markets, continuous changes in resources, lack of manpower, and lots of issues in supply chain systems. So that, the organisation can able to sustain its position in this time of the pandemic. This is the challenging time where leaders and followers go together to face pandemic situations. Transformational leadership is a kind of leadership theory, which will be appropriate to sustain the organization in this situation. J.M Burns in his article *leadership* defined transformational leadership is a process in which leaders and followers lift one another to a higher level of morality and motivation (Burns, 1978). A transformational leader increases follower awareness and understanding of moral values and inspiring visions and encourages followers to transcend their own personal goals and interests for the collective good (Bass, 1985). The above two definition shows, how business leaders should supports people, communities, and economies around the globe by doing what it does best with the support of the whole organization and at the same time motivate the followers for collective goods. To be a leader, the leaders have some duty towards the followers, the leaders should concern about how to help followers to reach their complete potentiality, which

motivates followers to follow the leaders and obey the rule and regulations provided by the leaders. Such a leader is attentive to the needs and motives of followers and tries to help followers to reach their fullest potential (Schmid, 2006).

In this situation business organization basically focuses on transparency and openness on the economic market and fragile situation, where customers are free to analyze the market situation. Leaders' support and positive attitude helps the followers to achieve a high level of goal in the worst situation. Successful businesses always stand on teamwork. The followers show honesty and perform effectively under such team leadership. A transformational leader's behavior in terms of *visioning* and *inspiring* is of much importance in bringing about employee engagement (Densten, 2005). The leader also has some qualities to face the ever-changing situations they are like inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration, what Bas and Avalio trying to explain in their full range leadership model and the model of four I's (Figure 2, figure 3). Experience is one of the important characters of business leaders. In this pandemic situation, experienced leaders play a vital role to tackle the ever-changing circumstances. Even the prominent philosopher Aristotle also gives importance to experience; he also explains how experience affects the character of a leader in his writings. In *the Nicomachean Ethics*, he mentioned: *one who has experience is qualified to judge* (Aristotle, Ross, & Brown, 2009, p. 5). Previous experience helps the leaders to invest the money with the proper ideas because money investment is also a vital point for organisational leaders. Because in this time customers are very cautious about the investment, they believe in investment rather than spending. *Leaders who spend money on the right things promote effectiveness because they are helping the general good of their organization* (Nelson, 2015, p-02). Profit, health, and environment are three pillars of sustainable business. The leaders should maintain the three pillars of sustainable business with strategic planning to tackle the pandemic; every pillar plays an equal role to run the business organization effectively. For this transformational leadership style is appropriate because this style guide the leaders to take right decisions according to the demand of time, at the same time it also helps the leaders to transform their goal, criteria, rules, and situations to face the uncertain challenges. Atmanirbhar Bharat is one of the examples set by transformational leaders according to the demand of situations.

5.1. Atmanirbhar Bharat: (Self-reliant India)

The impact of this pandemic on the economy is huge and has hit the business sectors in a big way effects across the length and breadth of economic activities. To achieve the goal of 2021 sustainable development seems to not happen due to the effects of COVID-

19. This has emerged as one of the most horrific health care crises of the century with no instantaneous care in the sights. At the same time destroy the economics of India as a result the country faces lots of issues. Unemployment is one among them; the unemployment crisis is a global fact but pandemic increases the ratio of unemployment. It has been a threat to the economic and social well-being of India. Literature reveals that unemployment is one of the key causes of our poverty, backwardness, crime, and people's dissatisfaction. The chronic unemployment problem is not limited to any particular class, section, or community. It is a dilemma that presents challenges in front of our leaders, thinkers, planners, economists, educationalists, policymakers, and industrialists. The point is how to control the ratio of unemployment in India. To tackle the current situation Prime Minister of India announced to be self-dependent, which will somehow help to sustain the Indian economy once again. The government of India is taking many steps to ensure that we are well prepared to face the COVID-19 challenges and threats. *Atmanirbhar Bharat* is one among them, to consist of five phases they are such as business including MSMEs, poor including migrants and farmers, agriculture, new horizons of growth, and the last one is government reforms and enablers. The first phase of *Atmanirbhara Bharat* is helping the economy; to recover the backbone of India. This concept helps the entire nation to fight against the crises; there are some examples that explain the effects of *Atamanirbhar Bharat*. India has confronted the COVID-19 situation with intensity and a spirit of self-reliance, as is evident from the fact that, from zero production of Personal Protection Equipment (PPE) before March 2020, India has today developed the capacity to manufacture 2 lakh PPE kits per day, which is also steadily growing (Timesofindia, 2021). Business organisations are the way through which individuals are to be self-reliant. In this time of the pandemic, the business organization has some responsibility towards the employees and society. The circumstances are something different and the consumer's behaviours' are also changed, maximum peoples are under pressure due to their job loss. At that time, major businesses have a social mission and values set that represent how their clients, workers, and stakeholders matter. This is the time to make good on your promise to these firms. Some organisations are working to provide great examples are such as Alibaba's co-founder Jack Ma donated coronavirus test kits and other medical supplies through the Jack Ma Foundation and the Alibaba Foundation to many countries around the world. Business organizations need proper planning to fight against the economic crises in the time of COVID-19 because business organizations are like the engine of the Indian economy and the employees are the fuel of an organization. It means to influence the employee's organizations to need someone who has the

ability to influence the followers and engage them to achieve a common goal. That's why business organizations need the support of leaders. Business leaders have some responsibility towards the nation. The business leader's priority will be working towards the sustainable livelihood and economic empowerment of our nation. Mainstream theorizing leadership takes primarily the right of business leaders to fulfill whatever intent they completely for granted have in mind. The role of leading research is to build theories that allow them to do this in the most productive and successful way possible. There are lots of leadership styles are available in leadership theories but transformational leadership (TFL) is one among them, appropriate for ever-changing business organizations.

6. Conclusion

To stable the GDP of India business organisation plays a crucial role. Decision capacity also helps to tackle the recent pandemic situation. That's why this paper illustrates full-range leadership theory and Four I's theory which helps the leaders to take the right decision in the time of the pandemic. The leaders have the important pillar in an organisation, they have the capacity to influence the employees at the same time they have the responsibility to take the organisational decisions. It means they should plan something unique to tackle the pandemic and engage the employees once again in work, flatten the curve of the unemployment ratio, and to balance the GDP of the Indian economy.

References

1. ABELA A. V., MURHY P. E., 2008, Marketing with integrity: ethics and the service-dominant logic for marketing, *Journal of the Academy of Marketing Science*, 36(1): 39-53.
2. AVOLIO B. J., WALUMBWA F. O., WEBER T. J., 2009, Leadership: Current theories, research, and future directions, *Annual review of psychology*, 60: 421-449.
3. ATMANIRBHAR B., 2020, *Business including MSMEs*, <https://taxguru.in/finance/aatmanirbhar-bharat-abhiyaan-support-indian-economy.html> (25.06.2020).
4. BASS B. M., AVOLIO B. J. (eds.), 1994, *Improving organizational effectiveness through transformational leadership*, Sage.
5. BURNS J. M., 1978, *Leadership*.
6. BUSINESSNEWS DAILY.COM, <https://www.businessnewsdaily.com/4991-effective-leadership-skills.html>.
7. Centre for Monitoring Indian Economy Pvt. Ltd, *Unemployment rate in India*, <https://unemploymentin-india.cmie.com/> (12.09.2020).
8. CHU C.M., CHENG V.C.C., HUNG I.F.N., WONG M.M.L., CHAN K.H., CHAN K.S., KAO R.Y.T., POON L.L.M., WONG C.L.P., GUAN Y., PEIRIS J.S.M., YUEN K.Y., HKU/UCH SARS Study Group, 2004, Role of lopinavir/ritonavir in the treatment of

- SARS: initial virological and clinical findings, *Thorax* 59(3): 252-256.
DOI: 10.1136/thorax.2003.012658.
9. Coronatracker, <https://www.coronatracker.com> (20.02.2021).
 10. *Covid-19 Impact on Indian Economy*, 2020, <https://eduindexnews.com/2020/08/07/covid-19-impact-on-indian-economy> (09.10.2020).
 11. DAFT R. L., MARCIC D., 2010, *Understanding Management*, Cengage Learning.
 12. ECONOMIC TIMES, 2021, <https://economictimes.indiatimes.com/small-biz/sme-sector/covid-19-pandemic-to-hit-msme-exporters-more-trade-experts/articleshow/75065434.cms?from=mdr>.
 13. EDUINDEXNEWS.COM, 2020, <https://eduindexnews.com/2020/08/07/covid-19-impact-on-indian-economy/>.
 14. GRAHAM J. R., 2008, Leadership and change in a crisis organization: An exploratory analysis of the relationship between leadership style and employee perception, *ProQuest Dissertations and Theses database*, UMI No. 3339019.
 15. HBR.ORG, 2021, <https://hbr.org/1994/03/managing-for-organizational-integrity>.
 16. INDIANAEXPRESS.COM, 2021, <https://indianexpress.com/article/business/market/bse-sensex-nse-nifty-stock-market-live-updates-coronavirus-global-markets-6327415/>.
 17. *It's in our genes: What is aiding India's low mortality rate*, 2021, <https://www.nationalheraldindia.com/health/its-in-our-genes-what-is-aiding-indias-low-mortality-rate> (20.02.2021).
 18. KIRKBRIDE P., 2006, Developing transformational leaders: the full range leadership model in action, *Industrial and commercial training*.
 19. MAYR M. L., 2017, Transformational leadership and volunteer firefighter engagement: the mediating role of group identification and perceived social impact, *Nonprofit Management and Leadership*, 28(2): 259-270.
 20. NATIONALHERALDINDIA.COM, 2021, <https://www.nationalheraldindia.com/health/its-in-our-genes-what-is-aiding-indias-low-mortality-rate> (20.02.2021).
 21. NELSON M., 2015, *Aristotle and Leadership*, *University of Cumberlands, Cumberlands*.
 22. POWER D. J., 2002, *Decision support systems: concepts and resources for managers*, Greenwood Publishing Group.
 23. PRENTICE W. C. H., 2004, Understanding leadership, *Harvard Business Review*, 82(1): 102-109.
 24. RANK M. G., HUTCHISON W. S., 2000, An analysis of leadership within the social work profession, *Journal of Social Work Education*, 36(3): 08.
 25. ROSS W. D., ARISTOTLE, BROWN L., 2009, *Nicomachean Ethics (Oxford world's classics)*, Oxford University Press, Oxford.
 26. RUMSEY M. G. (ed.), 2013, *The Oxford handbook of leadership*, Oxford University Press, Oxford.
 27. SHUFUTINSKY A., DEPORRES D., LONG B., SIBEL J. R., 2020, Shock Leadership Development for the Modern Era of Pandemic Management and Preparedness, *International Journal of Organizational Innovation*, 13(1).
 28. STATISTA.COM, 2021, <https://www.statista.com/chart/18245/india-quarterly-gdp-growth/>.
 29. THE PRINT.IN, 2021, <https://theprint.in/health/why-indias-covid-death-numbers-are-lower-than-us-brazil-while-cases-rise-at-a-higher-pace/512883/>.
 30. TIMES OF INDIA, 2021, <https://timesofindia.indiatimes.com/india/from-zero-india-now-produces-around-2-lakh-ppe-kits-per-day/articleshow/75556879.cms>.
 31. WINFREY O., 2016, *Theme 3 – Most effective Leadership & Management Styles & approaches*.
 32. *Why India's Covid death numbers are lower than US, Brazil while cases rise at a higher pace*, <https://theprint.in/health/why-indias-covid-death-numbers-are-lower-than-us-brazil-while-cases-rise-at-a-higher-pace/512883/> (20.02.2021).
 33. ZHOU F., YU T., DU R., FAN G., LIU Y., LIU Z., XIANG J., WANG Y., SONG B., GU X., GUAN L., WEI Y., LI H., WU X., XU J., TU S., ZHANG Y., CHEN H., CAO B., 2020, Clinical course and risk factors for mortality of adult inpatients with COVID-19 in Wuhan, China: a retrospective cohort study, *Lancet* 395(10229): 1054-1062.
DOI: 10.1016/S0140-6736(20)30566-31038.
 34. ZHANG H., LIU Z., WANG Y., 2020, How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations, *Nonprofit Management and Leadership*, 30(3): 467-485.