

Proposing and Measuring the Concept of ‘Constancy in Leadership’ in a World of Disruptive Innovations

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Abstract: *In this ever-changing world, the only anchor that could help provide the much-required stability to businesses could be the values that are enshrined by the organizations as their principle guiding force. Leaders have a great role in upholding these values and also further developing future leadership which preserves those values as identity and heritage of the organization. The paper attempts to create a scale to recognize such leaders so that corporate leadership could be continued without fluctuations, firmly upon values and passed on to coming generations of leaders as a legacy. The paper envisions the concept of constancy in leadership and also generates a context specific scale to measure the construct. The paper proposes the conditions that provide the constancy in leadership and describes the process of developing a scale that could measure the extent of such constancy in leadership. Both qualitative and quantitative research has been used for purpose of developing a scale to measure the construct of constancy in leadership. Initially using secondary research and informal interviews a list of items was generated. Its face and content validity was established through ratification by a panel of experts which included industry leaders with over 20 years of working experience and academics. Sampling population included private sector employees with at least 10 years of working experience, so that they had rich experience of working with different leaders. Respondents were requested to respond as followers to a set of items on a 7-point Likert scale. Analysis of data was done using SPSS 16 which included Factor analysis and reliability tests. Further, qualities of sustainable leadership as derived from literature study were equated with the top five qualities, which the respondents perceived as the basis of timeless/sustained leadership to confirm if the basis of the construct showed consistency. The results indicate that the scale shows initial evidence of being both valid, reliable and unidimensional, suggesting that the same construct was being measured using highly related dimensions. There was a reasonable correspondence between qualities for sustained leadership as derived from literature survey and those derived from respondents’ answers in which they named top five qualities, required for constancy in leadership as defined in the paper. The qualities were found to be in harmony with the Spiritual leadership theory and also servant leadership and authentic leadership.*

Index Terms: *Commitment, Follower willingness, innovations*

Leadership Constancy, Values.

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I. INTRODUCTION

Steve Jobs while addressing an informal gathering with his coworkers and told them something that stands equally true today, as it was then. Posing faith in the technological capabilities of Apple Inc, he expressed his satisfaction about the products and their performance. However, describing Nike as one of the best brands in the world he said that there was much to learn from it. He agreed that the product was important and so was innovation and details of the product, but that was not enough. He asserted that marketing was all about values. He expressed concern that in the noisy and complicated world that we live in- neither his nor any other company would have a chance to be remembered a lot by people. He advised his colleagues to be known not by the products or the technology but by the core values that provide meaning to Apple Inc.

Apple Inc is known for its innovations and creativity. But the wise Steve Jobs accredited his company’s worth to something more than just innovation. He possibly knew that Innovation, production systems, product design and engineering were only the fruits that grew on branches of leadership values.

A case in point is illustrated by Raymond E miles in his paper titled ‘Innovation and leadership Values’ [1]. Innovation is powered by the process of free collaborations and trusting relationships by combining pieces of knowledge both explicit and tacit, possessed by the collaborating parties. Only where managers and leaders are capable of building and sustaining such trust along with commitment of just allocations of rewards of innovations, are innovations more likely [2]. Trust is just one core value, there are many more such values that act as catalysts to innovation.

This meaning, these core values and their retention across generations of leadership within VUCA environments is the only anchor for companies to hold on to in good and bad weather alike. However; Steve Jobs was a legendary leader with exceptional genius and vision. If the values he lived for, and made Apple to be known for, were to survive through his successive generations of leadership, it would be interesting to know the nature of such values that survive the test of time. Furthermore; how these values could be passed onto successive generations of leaderships, thus resulting in longevity of organizations, needs exploration.



Fast paced changes over the past few decades have warranted companies to hunt for leadership models, which can either match the pace of change or be centered on the constants that can become the mainstay of leaders to manage and lead companies through these uncertainties. While leadership is a multi-dimensional concept, there are dimensions without which leadership is not possible over a long period of time or across varied situations and so they must be passed on from one successful leader to another. There is a need to know more about those constants; since it may not be possible for leaders to reorient themselves, their traits or leadership styles, so fast and so frequently. Even if this is done, it may have an impact on trust of followers in leaders, which is the very essence of leadership.

The objective was to create a scale, which can measure 'followers' wholehearted support to a leader, and its replication'. The assumption is that follower's willing support', irrespective of situations and its' replication; is based in timeless values of a leader. Hence, the result is a scale, that measures not only the consistent support that a leader derives due to his personal leadership, but also whether it can be passed onto next generations of leadership in the organization to create a timeless legacy of a well-knit team with high morale.

It is pertinent to mention here that 'constancy in leadership' may not be confused with successful leadership models, which may need many more parameters like skill, technical know-how of a specific problem etc. to be considered, as those factors are situation specific and hence considered beyond the scope of this scale.

With constancy in leadership, it may be difficult to predict success but not difficult to predict support and morale of a team, which in turn may increase the probabilities of success. The idea, here is to, only delve into the impact of timeless values of leaders, which get reflected in the leaders' interpersonal behavior and result in such support for the leaders which is further passed onto the next generation of leadership. The context of this paper is to measure Constancy in leadership, as reflected in unwavering and un-diminishing support of its team members across situations and generations. Though the concept of 'constancy in leadership' seems promising, research on the same is lacking.

A. Need for the research

Studies have shown that the only constants in organizations which survived long were its values and the character of its leaders. Technologies and innovations are often disruptive; potent enough to give competitive and strategic edge to companies, but there is more to the spirit of business than just that [3]. It is this soul of spiritual values that acts not only as an important source of such innovations, but also gives the complete identity to a firm. Therefore, to future-proof an organization against turbulent times of fast changes and ambiguities, [4], there is an acute need of leaders, who can navigate through the ups and downs of businesses. According to Mike Myatt, stability is the most admirable attribute of leadership [5]. 'In this ever-changing world, the rarity and missing need of constancy and

consistency is provided by stable leaders'.

Leaders have two basic processes that create motivation among followers

- i) talent in an exceptional form to perform and manage certain level of tasks
- ii) ability to attract followers towards them [6].

In this paper, we are concerned with the second part i.e. ability of leaders to attract followers towards them. Several studies on leadership and its effectiveness have been done. Lately, a lot of interest in the positive psychology and spiritual dimensions of leadership research is emerging. Servant leadership and spiritual leadership theories are actually steeped in the personal leadership component of leadership. However, within these domains, little research in the area of finding attributes that may throw light on 'constancy in leadership' is available. This paper attempts to plug the gap.

B. Practical implications

Since the proposed scale measures constancy in leadership; it can be used in organizations in career succession.

The scale measures the ability of leader to generate 'willing support' and 'leadership legacy'; which is vital for organizations to succeed in times of uncertainty, and provides a basis to select leadership. This can provide constancy in terms of timeless values and morale for the organization by providing it a legacy of a close knit and harmonized membership for a long time.

II. METHODOLOGY

Study was done in two parts.

A. Since limited theory exists about the construct, inductive approach has been used, which is desirable in such situations [7]. Qualitative research was done to develop an items list, and quantitative research was carried out to test the reliability of the instrument.

1. Preparation of items list was based on exploratory qualitative study and involved:
 - a. Literature survey
 - b. Informal Qualitative interviews with experienced employees (as followers)
 - c. Focus group discussions with four management experts and academics.
2. Face validity and content validity was then verified for the items so derived.
3. Quantitative study to test the reliability of the scale and confirmatory factor analysis was done.
4. Quantitative research involved collecting responses of 106 employees of private sector companies in NCR Delhi on the instrument using a 7-point Likert scale. Selection of respondents was based on convenience sampling method. The instrument so developed was further confirmed through an exploratory factor analysis. Cronbach's alpha was used to check the



reliability of the scale.

B. Respondents were requested to write top 5 qualities of a timeless leader using help from a set of some given 30 qualities. They could however name qualities which they felt were important even if they were not in the reference list. Frequencies of the qualities was studied and ranked to see linkages with various leadership theories.

III. REVIEW OF LITERATURE

In decades of his research on Companies which turned from good to great and sustained for decades, Jim Collins discovered a common thread of level 5 leadership. In his hunt for the constants in the world of changes, Jim's postulate of Level 5 leadership is about finding sustainable or say 'constant' model of leadership. Alongside the trait theory (1930's - 1940's), behavioral theories (1940's - 1950's), contingency Theories (1960's), transactional leadership theories (1970's) and transformational leadership theories (1970's) his findings on leadership as one which combines personal humility with intense professional will is about finding the constants in leadership that lead to sustained excellence [8]. Constancy is the quality of staying the same even though other things change [9]. It is also the quality of being faithful and loyal to a particular person or belief [9]. Dependability is another connotation to the term. Oxford dictionary describes Constancy as the quality of being unchanging and enduring [10].

The closest to the term 'constancy in leadership' was the concept of 'enduring leadership developed by Mastrangelo et al. [11], which was another effort to study organizational leadership and it involved measuring 'employee's intension to co-operate' [12]. As per the study, personal leadership mediated the professional leadership and intention to cooperate.

Dr. William Schulz in his article "Leadership for long term success" expressed concern about the veining of long-term leadership and suggested that leadership should be more purposeful for communities, organizations and nations rather than over emphasizing on monetary aspects [13]. He stresses that level 5 leadership proposed by Jim Collins is consistent with Greanleaf's servant leadership model.

In a study titled "The Character of Leadership", Cooper et al undertook a study on the attributes of 'leadership with Character'. The authors studied the world leaders over the past 150 years and revealed that managers who possess strong character would be instrumental in creating a better world for all [14]. The authors concluded that leaders with a character achieve results that transcended everyday organizational imperatives and outcomes. Their study revealed that universalism, transformation, and benevolence were those character attributes [14].

Universalism here has been used in context of the identification of human oneness, humility, respect for others and compassion. Universalism and humility can be seen as common aspects of authentic, servant, or spiritual leadership models [14].

Transformation was used in sense of inspiring people to

work toward visionary goals. However, the qualities of courage, passion, wisdom, competency, and self-discipline in the character of these leaders are known to be essentially needed.

Benevolence as per Cooper et al. [14] would purport to the presence of integrity, loyalty, honesty and selflessness in the character of leaders.

MacIntrye et al. [15] too insists on virtues, but focus on virtues of relationships, which possess courage, justice, wisdom, generosity and self-control [16, 17].

Similar views were echoed by Kevin Eikenberry, who attributes five dimensions namely Humanity, Love, Learning, influence and meaning to long term success or constancy in leadership [18].

Values and ethics are most important as they cannot be compensated by any skill or knowledge [4]. Leaders should be unwavering in times of uncertainty and display courage to stick to their values. They should inspire people and create more leaders through mentorship [4].

As per Scot Jeffrey in a survey of 75,000 respondents; honesty was the most frequently mentioned quality that would inspire them to follow willingly [19]. Humility and creating trust are also important.

Tom Zender highlights honesty, communication and positivity as the three most appreciated traits for long term leadership [20].

Boyatzis et al, [21], working on leadership sustainability found in their research that leadership gets worked up under physiological and psychological stresses which performance in leadership role exerts on the leader. However, they also found that the effect of this stress could be mitigated through the leaders' compassion and his intention and effort towards the growth of his sub-ordinates. This therapeutic effect on the psycho-physiological state of the leaders could help them sustain their leadership over a long period of time. This study collated studies on affective neuroscience, biology, leadership and stress to derive this result [21].

However, since our research involves not only one generation of leadership; but continuity; we refer to Social learning theory of Albert Bandura. Once the effect of values, qualities and principles of timeless leadership along with its social strength are experienced by followers; it is posited that social learning and Identification with such leadership may occur. When a role-model's patterns of thought, feeling or action are espoused by another, it is called identification [22]. The result could be a legacy of timeless personal leadership to flow in an organization; which in turn could provide it longevity.

Recent leadership models like the authentic leadership, transformational leadership and servant leadership have focused on the positive psychology; often probing into the spiritual realm of the concept. It is fairly evident from the factors above, that these are based upon spiritual values, values that have driven mankind for ages and across continents and reflect in the spirit of mankind. Spirit is recognized to be eternal, in many cultures across the

world and therefore timeless values that continue to be appreciated by humans across ages must be the ones which are associated with the spiritual dimension of mankind; unlike those which are only situational or temporally relevant. We, therefore posit that for constancy and continuity; a value/spirit-based model of leadership deserves a closer look.

Mastrangelo et al. [12] taxonomy of leadership as professional and personal leadership comes in handy to understand the concept of constancy in leadership. Professional leadership is about setting the vision /mission, setting up the processes and coordinating the activities. Personal leadership on the other hand is about trust sharing caring and ethics etc. which are interpersonal approaches in general.

The body of research as indicated above makes it amply clear that longevity or endurance of leadership has its constants in value based personal leadership. Since, professional leadership dimensions which pertain to skill/market/technology/situation always are transient, dynamic and changing; along with the necessary expertise required to deal with them, this forte of leadership is not being focused in this research for constancy. Focus here is on the 'personal factors' since working with humans as team workers and garnering their support remains the essence of good leadership; wherein the constants in human spirit and behavior, can be relied upon to provide constancy parameters.

While the above are pointers about the leadership conduct and values that are known to survive the tests of time and situations; measuring the impact of such leadership on followers can be one of the most potent method of validating the same. Though it is lately highly acknowledged that follower characteristic also need equal weightage as leaders in this interesting chemistry the core remains that leadership could only be studied in light of the impact it has on followers at large and this reflects in the way followers have been analyzed, unlike Kelly used the dimensions high or low support and high or low challenge willingness to describe followers [23,24,25]. The main objective of relationship-based leadership models is to induce high levels of commitment, Willingness to cooperate, and trust among followers [26]. Trust has been known to have a significant impact on followers, as found in empirical research during the last forty years or so [27]. The effect of this trust is that followers typically put in more efforts and engage in behavior, which are more beneficial for the organizations [28]. As per Zhu et al affective trust mediated the followers' commitment, OCB and job performance. Atchison [24] also expressed similar views that leaders must possess consistency of value- based behaviors, integrity, respect, service etc. and this inspires followers to be committed to them. He suggests that leaders should commit to behaviors that define the core values of the organization.

Therefore, creating a scale to measure the constancy in leadership involved; means to measure willingness to support and commitment across time and situations.

A. Qualitative research

Semi-structured Informal Interviews: In the next stage, 12 experienced employees having over 20 years of job experience and working in some of the most successful private sector organizations were interviewed. They were first briefed about the definition of 'leadership constancy' and asked to describe leaders' qualities/behaviors/values which could lead to such a phenomenon. They were then briefed to deliberate only on the 'personal leadership' aspect and not professional leadership aspect which may include other factors like knowledge, skill, expertise etc. They were also requested to just use words or phrases to describe the qualities/values and not sentences. All the interviewees had over 20 years of work experience. Their key words in their responses were coded and grouped as following.

1. Universalism: Selfless service, Compassion, Empathy, Caring, Protecting, Forgiveness, Love for all, respectful conduct.
2. Transformational: Courage, Passion, Positivity, sense of purpose, self-discipline, Wisdom, continuous learning.
3. Benevolence: Sharing, mentoring, empowering, showing concern.
4. Character: Integrity, honesty, truth, fairness, justness, humility.
5. Communication: Polite, Listening, communicating values, expressing appreciation,
6. Inspirational: High energy levels, leading by example, faith, sense of higher purpose, positivity, will and determination

It was interesting to note that almost all qualities as mentioned in literature survey were strikingly similar. This confirmed it were values/qualities of the leaders that resulted in this sustained 'willing support from members'.

Though salient values of different organizations and leaders could be different, but the fact that '*members' willing support*' has its basis in certain values/qualities etc.; which the leadership must possess, lends credence to the rationale that 'constancy in leadership' should be indicative of timeless values and qualities expressed by the leaders. Hence, it can be inferred that a measure of this 'willing support' would be able to suggest a presence of value-based leadership or leadership character.

It was thus, a reasonable inference that a measurement of 'willing support of followers' for their leaders, would indirectly be an assessment of the leadership's qualities or values.

B. Possible parameters for Construction of the scale

As is evident from extant literature and qualitative research in this study, the following dimensions are few most widely used to study the impact of leadership on followers.

- Trust in leadership
- Job satisfaction
- Employee engagement
- Employee commitment
- Employee involvement



- Willingness to cooperate
- Organizational citizen behavior

However, since 'constancy in leadership' is defined in terms of an outcome of a strong character based personal leadership, it should be measurable by unwavering and willing support as well as commitment towards the leaders. However; Job satisfaction, OCB, employee involvement and employee engagement etc. could also be indicative of several other organizational dimensions besides leadership. Therefore, Willing cooperation, trust in leadership and commitment towards the leaders appear to be more directly indicative of the personal leadership content which could be constants that can further be passed on to coming generations of leaders.

C. Concept of Constancy in leadership

The following definition of constancy in leadership is proposed: *Constancy in leadership refers to the existence of leadership, wherein, followers offer undeterred and whole-hearted support to their leaders, adopt the values/qualities of their leaders in their own leadership roles and also pass on the same to their subordinates, so that core values and support for the same, get passes onto many generations of leaderships, thereby creating a legacy of value-based leadership.*

A scale which measures perceived 'constancy in leadership' should be able to measure the outcomes of this basic character of leadership, which is a must for every organization to possess over a long time for its longevity. We posit that the absence of constancy could predict the level of uncertainty of success of a leader, though they may not necessarily predict success of a leader since there may be other situation relevant 'Professional leadership' based aspects, required for success, which are considered beyond the scope of this research.

Focus Group: A group of 4 members consisted of senior managers and academics in lead roles. They were first sensitized to the meaning of 'constancy in leadership'. *Constancy in leadership' refers to the existence of leadership, where, followers offer undeterred and whole-hearted support to their leaders, adopt the values/qualities of their leaders in their own leadership roles and also pass on the same to their subordinates, so that they become the next generation leaders thereby creating a legacy of value-based leadership.*

In other words; Constancy in leadership refers to a state of organization wherein the leadership becomes timeless, by adopting values and principles which create a bond with followers, resulting in relatively un-fluctuating support from followers even in trying and unfavorable situations. These values and principles become a legacy to be passed onto coming generations of leaders. This results in a continuing legacy in which leaders get unwavering and undiminished support from their followers. Reasonably assuming that technology/skills/ expertise etc. can be acquired by a team or leader, if the much-needed willingness and commitment exists, we posit that constancy in leadership can be ascertained on the basis of the support that a leader can draw

from his followers irrespective of the favorability of situation.

Experts were then requested to deliberate on indicators of this steady support among followers.

Experts opined that though trust was the most essential element for leadership to exist, it was not enough to predict constancy. However, it could be considered to be the foundation for constancy in leadership. They posited that support of followers' in terms of Intentions, words, and action were all required for leadership to be in a better situation to traverse through situational exigencies. It was therefore, suggested that, 'sustained willingness to follow', and 'sustained commitment' towards the leader over relatively longer periods of time and over varied situations" can be good dimensions to measure 'constancy in leadership' because such a leader/organization will be able to cope with any situational challenges better with the help of the strength of such bonding within the member groups. General agreement developed that, superior ability to perform would be implicit as long as the commitment and willingness of followers existed; because even in tough times the team would be able to respond through the 'will' to overcome. Arguments cropped up that without trust in the leader, the qualities of the leader may not be espoused by followers and hence further not disseminated. It was therefore, reasoned, that as an indicator of 'constancy in leadership'; identification and propagation of values of leaders may be used in substitution of trust; as trust would be implicit, within this measure. Therefore, inclusion of a measure of the 'level of identification with values/qualities of the leader and their further dissemination' by followers was supported, as a relevant dimension. It was further argued that consistency in leader's behavior and values could be another dimension of the construct. It was reasoned that if leader's behavior and values changed too often and too fast; followers would be confused and hence the strength of the leadership would keep fluctuating.

Finally, consensus evolved around the following four dimensions, which could measure the construct from followers' end. The four are described as under:

1. Sustained willingness on part of followers to cooperate with their leader.
2. Sustained commitment towards the leader.
3. Identification with the qualities/values of the leader and propensity to further disseminate them to the next generation leadership.
4. Evenness or predictability.

D. Item list Generation

To generate the item list; three scales were referred to. First is the one-dimensional *Willingness to cooperate* scale developed by Scott et al. [30]. Alpha was 0.86. Willingness to cooperate scale is a one-dimensional scale.

The second one was commitment to leader scale [31,32]. Alpha for the scale was 0.8 to 0.92. Commitment to leader scale developed by Becker et al is two dimensional about *identification with leader* and *internalization of leaders' values.*



The third one was trust in leaders' scale developed by Adams et al [33]. Alpha was 0.89 to 0.95. The 'Trust in leader scale' developed by Adam et al has four dimensions namely *benevolence*, *integrity*, *predictability* and *competence*. Only one subscale namely 'predictability' was referred to, for developing the scale of the construct. The reason for excluding the other subscales of 'integrity' and 'competence' was that competence was a part of professional leadership and not personal leadership which only pertains to the interpersonal aspects of leadership. 'Integrity' and 'benevolence' seemed to contain those qualities and values which could create trust. However, the scale does not intend to find out specific values and qualities which would lead to 'constancy in leadership'. The scale only intends to measure 'constancy in leadership' regardless of the qualities and values that form it's basis. However, we compared the items in these subscales with the indicated list of items, derived from informal interviews and literature survey. It matched quite well, confirming uniformity in the variables that were highlighted.

The first two scales were modified/ adapted for the specific study. The commitment to leader scale already has a dimension of *internalization with leaders' values*. Therefore, it partially serves the purpose of the third dimension that is intended to be measured; namely: *Identification with the qualities/values of the leader and propensity to further disseminate them to the next generation leadership*.

In addition, three more items were generated to measure the dimension named 'Replication'. Three items, which required respondents to respond in the opposite direction, was used for the purpose of "Response Validity Cross-Check (RVCC)". The response of these items was later reverse coded for analysis. Seven-point Likert scale was used to collect response data.

E. Face Validity

The 24 items were presented to 10 experts again from management positions and academics and were asked to rate the items as

- Highly representative of the construct,
- Representative of the construct
- Somewhat representative of the construct
- Not representative of the construct.

Lichtenstein et al. [34] and Zaichkowsky [35, 36] posited that if, over 80% judges called a statement at least 'Somewhat representative of the construct', it can be included in the scale [37, 38]. Four items were removed as per the rule, as more than two experts gave the rating of 'Somewhat representative of the construct' or less to these items. Language was modified in 2 items to make it simpler and easy to understand. This resulted in a 20-item list.

F. Content Validity

Content validity is a level of logical pertinence of items for the construct and the objective. It basically helps to find out the degree at which the sample refers and relates to the perspective of the population [39]. The content validation of the questionnaire was done by getting the relevancy of statements assessed by a panel of 4 experts, supervisors in the

university. All the experts were asked to score each of the 20 statements given in questionnaire by its relevancy aligning it with the objective of the study. The ratings given by the experts were evaluated in two groups: 1-5 being "low relevance" and 6-10 being "high relevance".

It was observed that most of the statements were rated under "high relevance" category by the supervisors. Comparing the total score obtained for rank 6-10 with the overall score obtained it has been determined that the content of the developed questionnaire is validated with 87.5%, i.e. is obtained from $(70/80 \times 100)$ relevancy rating by all the experts combined.

IV. DATA COLLECTION, ANALYSIS AND DISCUSSION

A. Part A

In this particular section of the study, inferential statistical analysis has been performed and discussed in detail which shows that the scale chosen for measuring constancy in leadership is valid and reliable. Also, the impact of the traits and antecedents on the constancy of leadership irrespective of complex situations has also been shown. The process undertaken to validate the developed scale includes measuring Content Validity, Discriminant Validity, Construct Validity and Reliability test [40]. In this study face validity, factor analysis and reliability test have been conducted. Data was collected from 106 employees working in private sector companies in NCR region. They were asked to respond to the set of the 20 items of the generated scale. They were given the choice to respond to the items by recalling a superior whom they could characterize as a 'timeless leader' or whom they could characterize as a 'short lived leader' on basis of his/her leadership abilities from their past or current experience. 76 respondents chose to respond on basis of timeless leader and 30 chose to responded while considering a 'short lived leader' they had experienced.

Of the respondents 38% were females and 61% were males as shown in Figure 1. Mean age of respondents was 47 years while standard deviation was 5.7. minimum age of respondent was 35 years and the maximum age was 59 years. Mean income of the respondents was Rs. 141000 per month, while mean experience in jobs was about 23 years. Nobody had a less than 10 years of experience. Mean number of years in formal education for respondents was 16 years. The figures for range and standard deviation on the above criteria are represented in Table 1 below.

The collected data was then analyzed using SPSS 16. Factor analysis (PCA) of the collected data resulted in a single component being extracted. This is acceptable since the items were intended to measure a single construct and also the dimensions contained within were highly interrelated in context of the construct being measured. The test results are being presented in Table 2, Table 3 and Table 4 below.

B. Reliability Test – Cronbach Alpha

Cronbach's Alpha is a

measure of reliability that helps to quantify the uniformity of the items that lie under the same group [41].

Table 1: Sample Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	106	35.00	59.00	47.1226	5.79442
Income	106	0.35	6.00	1.4179	0.99418
Experience	106	10.00	37.00	23.6462	6.19061
Education	106	15.00	26.00	16.8349	1.88821
Valid N (listwise)	106				

In simpler words, it tests how similar the items are in each individual group. The sample data used for this particular study has met the assumption of Reliability by deriving the alpha value of 0.98. As the alpha value derived is more than 0.7, it shows the existence of a good covariance among all the elements used in this study. However, since Alpha value is too high it could also be a sign of redundancy. We propose that the scale could be further shortened and purified in subsequent researches after being duly established. Inter item correlation is also high ranging from 0.49 to 0.941, which shows that the scale is highly aligned to the same construct.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.888
Bartlett's Test of Sphericity	Approx. Chi-Square df	4.020E3 190
	Sig.	0.000

Table 3: Component Matrix^a:

	Component
	1
Willingness A	0.939
Willingness B	0.957
Willingness C	0.788
Willingness D	0.914
Willingness E	0.922
Identification A	0.911
Identification B	0.865
Identification C	0.767
Identification D	0.946
Internalization A	0.835
Internalization B	0.949
Internalization C	0.963
Internalization D	0.952
Replication A	0.935
Replication B	0.833
Replication C	0.860
Predictability A	0.956

Predictability B	0.845
Predictability C	0.880
Predictability D	0.939

Table 4: Evaluation of the Ratings by experts

Evaluation of Ratings					
	Expert 1	Expert 2	Expert 3	Expert 4	Total
Total score of statements rated 1-5	3	2	1	4	10
Total score of statements rated 6-10	17	18	19	16	70
Total	20	20	20	20	80

A. Discussion

Part A: Evidence is supportive of the construct and its measurement scale. The developed scale seems promising with very high reliability of .98 and mean inter item correlations is 0.796 with minimum inter item correlation of 0.499 which is sufficient to derive that the scale shows good convergent validity. Face validity of the construct too seems to be favorable. The sample is good for sampling adequacy as is evident from the value 0.888 in the KMO measure of sampling adequacy. It may be concluded that the scale developed in this paper shows initial signs for being capable of measuring the construct of constancy in personal leadership.

Part B: 71 different qualities were named by respondents as top 5, which they felt were most important for constancy in leadership. This resulted in 08 categories of qualities. For example qualities like compassionate, loving, promoting others; benevolent, caring, understanding, empathising were grouped under Enrolling. Similarly, honest truthful trustable etc. were grouped in an umbrella term Character. The resultant table along with category frequency is presented below in Table 5.

Similarities in values drawn by researchers as shown in literature survey (Table 6) and as found out in the current study (Table 5); suggest that the leadership enigma could have its roots in values that are cherished by the human spirit through ages and thus they could be the only constants to bank upon for generations of leaders.



This confirms the results of the extant literature on sustainable, constancy and longevity in leadership. Followers get more committed to leaders who display their strength of character in terms of values which have a universal appeal and hence also be called spiritual in nature. Also the high frequency in the categories of Character, Enrolment and Purpose are pointers that this may well relate to Spiritual leadership theory.

V. CONCLUSION

Initial evidence of the validity and reliability of the scale for constancy in leadership is observed. The concept was also qualitatively explored through extant literature, qualitative interviews and qualitative responses to a survey questionnaire. Prima facie evidence has emerged that the qualities which followers find important for leadership to survive long relate well with the assumptions with which the research was carried; thus, lending further credence to the

validity of the instrument. Though there is a need to test the same empirically. High frequency responses for Purpose, and enrolment along with other dimensions namely Character, discipline etc. are a pointer that Spiritual Leadership theory may relate well to the concept of constancy in leadership

APPENDIX I

As a part of research on leadership constancy in organizations, responses are invited from willing participants on the following questions. It only applies to participants who have at least 10 years of working experience in private organizations. This is purely an academic research and hence confidentiality of the

Table 5: Top 5 qualities expected of a Timeless leader: As found during the study

Character	Discipline	Enrolment	Will	Humility	Purpose	Competence	Personality
Honesty	Punctual	Empathy	commitment	Accessible	Vision	Decisive	Cheerful
Trust	Consistent	Understanding	Devotion	Polite	Cause	Practical	Energetic
Integrity	Accountable	Caring	Perseverance	Respectful	Purposeful	Cope in situations	Well dressed
Unbiased	Responsible	Loving	Sincere	Humble	Selfless	problem solving	Charisma
Fair	Rule based	Caring	Hardworking	Graceful	Inspiring	Communicative	Positive
Just		Benevolent	Dedicated		Motivating	Out of box	Bold
Ethical		Teammate	Passion			Creative	Fearless
Rightful		Compassionate	Determination			Innovative	Strong
Value Based		Friend	Persistent			Competent	Courageous
		Mentor					Risk taking
		Cooperation					
		Supportive					
		Cooperative					
		Generous					
		Promoting					
		Belongingness					
96	38	85	64	59	68	48	35

Table 6: Leadership longevity essentials posited by researchers

Researchers					
Jim Collins			Humility	Intense will	
Mastrangelo	Personal leadership		caring		Sharing
Cooper et al.	Universalism,		Benevolence	Transformation	
Rekhy	Values				Ethics
Tom Zenders				Positivity	Honesty
Kevin Eikenberry	Humanity		Love	Meaning	Communication learning
Scot Jeffrey	Honesty		Humility		Trust
William Schulz				Calling/ mission	
MacIntrye	Courage,		Generosity	Wisdom,	Justice, Self-control



respondents shall be maintained. The researchers shall be grateful to respondents for their valuable inputs to this knowledge creation. *Constancy in leadership refers to the existence of leadership, wherein, followers offer undeterred and whole-hearted support to their leaders, adopt the values/qualities of their leaders in their own leadership roles and also pass on the same to their subordinates, so that they become the next generation leaders thereby creating a legacy of value-based leadership.*

Such a leader is, hereby, being termed as a 'Timeless leader'.

Kindly re-call a leader you believe was closest to the description of a timeless leader and mark your responses to the following statements in terms of degrees of agreement for such leaders (**Timeless Leader**)

Else

You may recall a leader who you believe is closest to opposite of a 'Timeless leader' as defined above. Please mark your responses to the following statements in terms of degrees of agreement for such leaders (**Short-lived Leader**)

Please be kind to provide the following information about you. It shall be kept confidential.

Name: _____

Age: _____ **Years**

Gender: **1. Male** **2. Female**

Years of formal education undertaken (15 years standard for graduation) _____

Occupation: **1. Service** **2. Business**

Work experience in number of years: _____
Years

Monthly salary/income: _____

Type of leader about whom, the response is being given:

- A. Timeless Leader
- B. Short-lived Leader

Responses have been coded as under

- Very strongly Disagree = 1
- Strongly Disagree = 2
- Disagree = 3
- Neither agree nor Disagree = 4
- Agree = 5
- Strongly Agree = 6
- Very strongly Agree = 7

A. Willingness:

- 1. I consider it to be my privilege to be of help to my boss in difficult situations.

- 2. Under my boss I am able to perform to my fullest potential.
- 3. I willingly co-operate with my boss and he/she never has to force it from me irrespective of situations.
- 4. My boss does not have a good track of getting whole hearted support from his team. (Response Validity Cross-Check)
- 5. I am willing to exert my best efforts support my boss.

B. Commitment:

a. Identification

- 6. I feel bad when my boss faces embarrassment.
- 7. I always feel a sense of belongingness towards my boss.
- 8. I can easily distance myself from sub-optimal performance, owing to my boss's decisions. (Response Validity Cross-Check)
- 9. I see it as my success when my boss accomplishes something.

b. Internalization

- 10. I support my boss because of the values he/she adheres to.
- 11. I believe that values espoused by my boss are his greatest strength.
- 12. My values have become more like my boss's values over time.
- 13. I believe that it will always be beneficial, if I too espouse my boss's values.

C. Replication

- 14. My boss has a big role in shaping my personality.
- 15. I try to emulate my boss in leadership roles.
- 16. I try to inculcate my boss's leadership values, onto my subordinates.

D. Predictability

- 17. I believe my boss would not compromise his values even in tough situations.
- 18. Behaviour of my boss is consistent irrespective of work pressures.
- 19. My boss would remain steadfast despite problems that arise in course of work.
- 20. No one wants to go close to my boss when he is stressed. (Response Validity Cross-Check)

APPENDIX II

Please name any five qualities (words only – not sentences) of a leader that you believe can make a leader 'Timeless' in terms of getting best support from his team irrespective of situations; and which should be espoused by generations of leaders.

- 1. _____



2. _____
3. _____
4. _____
5. _____

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