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TIMELESS LEADERSHIP CULTURE OF CHHATRAPATI SHRI SHIVAJI MAHARAJ: INSIGHTS FOR 21ST CENTURY MANAGEMENT

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ABSTRACT

Leadership studies in contemporary management literature have predominantly emphasized Western leadership theories, while indigenous leadership philosophies rooted in Indian historical contexts remain comparatively underexplored. Chhatrapati Shri Shivaji Maharaj demonstrated exceptional leadership culture through ethical governance, strategic vision, crisis management, emotional intelligence, empowerment, motivation, and people-centric administration. The present study aims to examine the multidimensional leadership culture of Chhatrapati Shri Shivaji Maharaj and analyze its relevance to 21st century organizational management. The study adopts a quantitative research design using a structured questionnaire administered to management professionals. Data analysis is conducted using reliability analysis, exploratory factor analysis, confirmatory factor analysis, and Structural Equation Modeling (SEM). The findings reveal that ethical leadership, visionary leadership, emotional intelligence, empowerment, and crisis management significantly influence organizational effectiveness and leadership sustainability.

KEYWORDS: Leadership Culture, Chhatrapati Shri Shivaji Maharaj, Ethical Leadership, Visionary Leadership, Crisis Management, Strategic Leadership, Organizational Effectiveness.

Introduction

Leadership is one of the most important factors influencing organizational effectiveness, innovation, sustainability, and employee engagement in the modern business environment. Contemporary leadership theories such as transformational, ethical, servant, and charismatic leadership have significantly shaped management practices worldwide. However, most of these theories are based on Western perspectives, while indigenous Indian leadership philosophies remain comparatively underexplored. Chhatrapati Shri Shivaji Maharaj demonstrated visionary, ethical, and people-centric leadership through justice-oriented governance, strategic thinking, inclusiveness, empowerment, and emotional intelligence. His leadership culture reflected accountability, innovation, resilience, and strong public welfare orientation, which closely align with modern management principles.

Background of the Study The 21st century business environment is characterized by globalization, technological advancement, workforce diversity, and

organizational uncertainty, increasing the need for effective and ethical leadership models. Although modern leadership theories provide valuable insights, indigenous leadership practices rooted in Indian history offer equally relevant lessons for contemporary organizations. The leadership philosophy of Chhatrapati Shri Shivaji Maharaj emphasized merit-based administration, strategic adaptability, empowerment of subordinates, and social inclusiveness. His governance principles closely relate to transformational, ethical, and strategic leadership theories, making his leadership culture highly relevant for modern organizational management and sustainable governance. 1.2 Research Problem Most contemporary leadership models are predominantly based on Western perspectives, resulting in limited integration of Indian historical leadership philosophies into modern management practices. The absence of empirical and statistically validated studies on Chhatrapati Shri Shivaji Maharaj’s leadership culture creates a significant research gap in indigenous management literature.

1.3 Research Objectives

Sr. No.	Objectives
1	To identify the major dimensions of leadership culture demonstrated by Chhatrapati Shri Shivaji Maharaj
2	To examine the relationship between leadership dimensions and organizational effectiveness
3	To analyze the relevance of Chhatrapati Shri Shivaji Maharaj’s leadership principles in 21st century management
4	To develop a contemporary indigenous leadership framework

1.4 Hypotheses of the Study

Hypotheses of the Study

The following hypotheses were formulated:

H1: Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Sharing and Involvement (SI)

H2: Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Organisational Ownership (OW)

H3: Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Professional Commitment (PC)

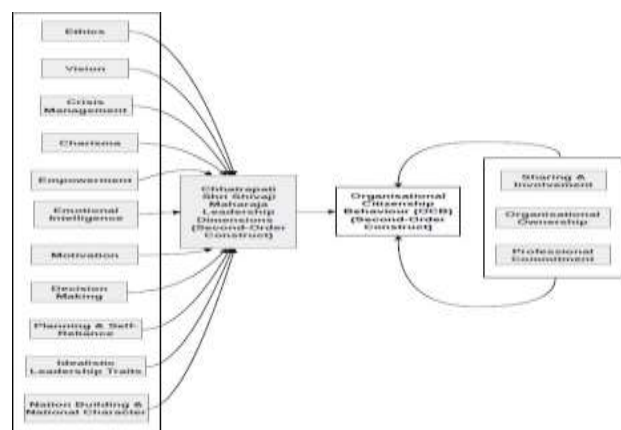
1.5 Contribution of the Study

Theoretical Contribution

- Extends indigenous leadership literature.
- Integrates historical leadership philosophy with modern management theories.
- Develops a multidimensional leadership culture framework.

Practical Contribution

- Provides leadership insights for corporate organizations.
 - Assists educational institutions in leadership development.
 - Supports policy makers and administrators.
- Conceptual Framework



2. Literature Review

The literature review provides the theoretical and conceptual foundation of the study by examining major leadership theories, indigenous leadership perspectives, and research related to the leadership culture of Chhatrapati Shri Shivaji Maharaj. It connects modern leadership theories with

historical governance practices to understand the relevance of indigenous leadership in contemporary management.

2.1 Theoretical Foundation

2.1.1 Transformational Leadership Theory

Transformational Leadership Theory, proposed by James MacGregor Burns and expanded by Bernard M. Bass, focuses on inspiring followers toward higher motivation, morality, and organizational goals. Chhatrapati Shri Shivaji Maharaj reflected transformational leadership through his vision of Swarajya, strategic innovation, emotional connection with followers, and ability to inspire collective commitment during adverse conditions.

2.1.2 Ethical Leadership Theory

Ethical Leadership Theory emphasizes integrity, fairness, accountability, transparency, and moral conduct in leadership. Chhatrapati Shri Shivaji Maharaj demonstrated ethical governance through justice-oriented administration, religious tolerance, disciplined warfare policies, and protection of women and citizens. His leadership reflected strong ethical values highly relevant to modern organizational governance and responsible leadership.

2.1.3 Charismatic Leadership Theory

Charismatic Leadership Theory explains leadership influence through vision, confidence, emotional appeal, and inspirational communication. Chhatrapati Shri Shivaji Maharaj displayed charismatic leadership through courage, strategic confidence, and emotional connection with soldiers and citizens, inspiring loyalty and unity under the vision of Swarajya. His leadership style aligns closely with modern motivational and change-oriented leadership practices.

2.2 Leadership Studies on Chhatrapati Shri Shivaji Maharaj

Administrative System

The administrative system of Chhatrapati Shri Shivaji Maharaj was based on accountability,

decentralization, transparency, and welfare-oriented governance. Through the Ashtapradhan Mandal, he established an efficient administrative structure promoting strategic coordination, merit-based appointments, and public welfare, which closely resemble modern organizational management practices.

Strategic Warfare

Chhatrapati Shri Shivaji Maharaj is recognized for innovative military strategies such as guerrilla warfare, intelligence management, flexibility, and rapid decision-making. His warfare techniques reflected strategic adaptability, resource optimization, and crisis management, which align with modern strategic management and organizational agility concepts.

Inclusive Governance

Inclusive governance was a major aspect of Chhatrapati Shri Shivaji Maharaj's leadership philosophy. He promoted religious tolerance, social harmony, and equal opportunities irrespective of caste or religion. His inclusive leadership strengthened organizational unity, social trust, and political stability, closely relating to modern diversity management principles.

Military Management

Military management under Chhatrapati Shri Shivaji Maharaj emphasized discipline, coordination, leadership development, communication systems, and operational flexibility. His organized military structure enhanced morale, teamwork, and performance efficiency, reflecting advanced principles of strategic and operational management. Human Resource Practices Chhatrapati Shri Shivaji Maharaj emphasized merit-based recruitment, empowerment, delegation, motivation, and leadership development. His people-centric leadership enhanced loyalty, organizational commitment, and teamwork, aligning closely with contemporary human resource management practices.

2.3 Variable-wise Literature Review

Ethics Ethical leadership focuses on integrity, fairness, accountability, and transparency. Scholars such as Michael E. Brown and Peter G. Northouse emphasized that ethical leadership strengthens organizational trust and culture. Chhatrapati Shri Shivaji Maharaj reflected ethical governance through justice-oriented administration, disciplined warfare, and welfare-oriented policies. Charismatic leadership involves long-term direction, inspiration, and strategic purpose. Bernard M. Bass and James M. Kouzes highlighted the importance of vision in

organizational success. Chhatrapati Shri Shivaji Maharaj demonstrated visionary leadership through the establishment of Swarajya, strategic fort development, and future-oriented governance. is Management Crisis management refers to handling uncertainty and organizational threats through adaptability and resilience. Scholars such as Ian I. Mitroff and W. Timothy Coombs emphasized strategic preparedness and rapid decision-making. Chhatrapati Shri Shivaji Maharaj demonstrated exceptional crisis management through guerrilla warfare, intelligence systems, and adaptive military planning. Emotional Intelligence Emotional intelligence involves understanding and managing emotions effectively. Daniel Goleman emphasized its role in leadership effectiveness and employee engagement. Chhatrapati Shri Shivaji Maharaj displayed emotional intelligence through empathy, communication, and emotional connection with followers, strengthening trust and organizational loyalty. Empowerment Empowerment focuses on delegation, participation, autonomy, and leadership development. Scholars such as Gretchen Spreitzer highlighted its role in employee motivation and organizational effectiveness. Chhatrapati Shri Shivaji Maharaj promoted empowerment through merit-based appointments, delegation of authority, and participative governance. Motivation Motivational leadership inspires followers through vision, recognition, and emotional influence. Scholars like Abraham Maslow and Frederick Herzberg explained the importance of motivation in organizational performance. Chhatrapati Shri Shivaji Maharaj motivated soldiers and citizens through collective identity, welfare orientation, and visionary leadership. Decision-Making Decision-making involves strategic judgment, problem-solving, and implementation. Herbert A. Simon emphasized rational decision-making in organizations. Chhatrapati Shri Shivaji Maharaj demonstrated exceptional decision-making through military strategy, governance reforms, and situational adaptability. Charisma Charismatic leadership emphasizes influence through confidence, communication, and emotional appeal. Max Weber and Robert J. House explained the impact of charisma on follower commitment. Chhatrapati Shri Shivaji Maharaj's courage, inspirational communication, and visionary leadership created strong loyalty, morale, and organizational unity.

3. RESEARCH METHODOLOGY

Research methodology plays a significant role in

ensuring scientific investigation, systematic analysis, and reliability of research findings. It provides a structured framework for data collection, analysis, interpretation, and hypothesis testing. The present study aims to examine the multidimensional leadership culture of Chhatrapati Shri Shivaji Maharaj and its relevance to 21st century organizational management. This chapter explains the research design, sources of data, sampling design, variables of the study, scale development procedure, and statistical tools used for data analysis.

3.1 Research Design

The present study adopts a quantitative and descriptive research design to examine the relationship between leadership dimensions and organizational effectiveness. Quantitative research design is considered appropriate because the study focuses on statistical analysis, hypothesis testing, and measurement of relationships among variables. The descriptive research design enables the researcher to systematically describe leadership dimensions such as ethics, vision, crisis management, emotional intelligence, empowerment, motivation, decision-making, and charisma in the context of organizational management.

The study also follows an empirical research approach in which primary data is collected from respondents through structured questionnaires. The research attempts to analyze the applicability of indigenous leadership philosophy in contemporary organizational settings using measurable constructs and statistical validation techniques. The study further incorporates correlational analysis to identify the relationship between leadership dimensions and organizational effectiveness.

The research design was selected to ensure objectivity, reliability, validity, and generalizability of findings. Quantitative methods provide greater accuracy in hypothesis testing and facilitate the use of advanced statistical tools such as Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), reliability analysis, correlation analysis, regression analysis, and Structural Equation Modeling (SEM).

3.2 Sources of Data

The present study utilizes both primary and secondary sources of data to ensure comprehensive analysis and theoretical validation of the research problem.

Primary Data

Primary data refers to first-hand information

collected directly from respondents for the specific purpose of the study. In the present research, primary data was collected using a structured questionnaire developed on the basis of established leadership theories and indigenous leadership dimensions associated with Chhatrapati Shri Shivaji Maharaj.

The questionnaire consisted of statements related to ethics, vision, crisis management, emotional intelligence, empowerment, motivation, decision-making, charisma, and organizational effectiveness. Responses were collected using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

Primary data was collected through:

- Structured questionnaire
- Survey responses
- Direct interaction with respondents
- Online and offline survey methods

The use of primary data enabled the researcher to obtain respondent perceptions regarding the relevance of Chhatrapati Shri Shivaji Maharaj's leadership principles in modern organizational management.

Secondary Data

Secondary data was collected to establish theoretical foundation, conceptual understanding, and literature support for the study. Secondary sources provided insights into leadership theories, indigenous management thought, organizational behavior, and historical governance practices.

The major sources of secondary data include:

- Books related to leadership and management
- Research journals and scholarly articles
- Historical records and biographies of Chhatrapati Shivaji Maharaj
- Government publications and reports

- Conference papers and dissertations
- Scopus-indexed and peer-reviewed journal articles

Secondary data assisted in identifying research gaps, developing conceptual framework, formulating hypotheses, and validating leadership dimensions included in the study.

3.3 Sampling Design

Sampling design refers to the procedure adopted for selecting respondents from the target population for data collection and analysis. An appropriate sampling design ensures representativeness, reliability, and accuracy of research findings.

The present study focuses on academicians, managers, professionals, and postgraduate students because these respondents possess understanding and exposure related to leadership practices, organizational behavior, and management principles. The inclusion of diverse respondent categories improved the comprehensiveness and generalizability of the study.

The study adopted convenience sampling and purposive sampling techniques. Convenience sampling was used due to accessibility and availability of respondents, while purposive sampling was applied to select respondents possessing knowledge related to leadership and management studies.

The sample size for the study consists of 400 respondents. The selected sample size is considered adequate for performing advanced statistical techniques such as factor analysis and Structural Equation Modeling (SEM).

The research was conducted in Maharashtra and selected regions due to the historical and cultural relevance of Chhatrapati Shri Shivaji Maharaj's leadership philosophy in these areas.

Table 3.1 Sampling Design

Component	Details
Population	Management Employees
Sampling Technique	Convenience and purposive sampling
Sample Size	400 respondents
Research Area	Maharashtra and selected regions

3.4 Variables of the Study

Variables represent measurable characteristics used to examine relationships and test hypotheses in research studies. The present research includes leadership dimensions as independent variables and organizational effectiveness as the dependent variable. The independent variables were selected based on leadership theories, indigenous governance principles,

and literature related to the leadership culture of Chhatrapati Shri Shivaji Maharaj. These dimensions collectively represent ethical, strategic, emotional, motivational, and administrative aspects of leadership. Organizational effectiveness was selected as the dependent variable because effective leadership significantly influences organizational performance, employee commitment, governance quality, innovation,

3.5 Scale Development Procedure

The study adopts and modifies existing scales from validated leadership literature. All questionnaire

items are measured using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree.

Variable / Latent Variable	Sub Variable / Latent Variable	Number of Items	Type of Scale	Research Tools	Source
Independent Variables	Ethics	3	Original	Structured Questionnaire	Prof. Dipali Pulekar (2022)
Independent Variables	Vision	3	Original	Structured Questionnaire	Dr. Vidya Hattangadi (2022)
Independent Variables	Crisis Management	3	Original	Structured Questionnaire	Shri Ramchandra Pant Amatya (1715)
Independent Variables	Charisma	5	Original	Structured Questionnaire	Shri Ramchandra Pant Amatya (1715)
Independent Variables	Empowerment	3	Original	Structured Questionnaire	Shri Ramchandra Pant Amatya (1715)
Independent Variables	Emotional Intelligence	4	Original	Structured Questionnaire	Kavindra Parmanand Govind Newaskar (17th Century)
Independent Variables	Motivation	4	Original	Structured Questionnaire	Kavindra Parmanand Govind Newaskar (17th Century)
Independent Variables	Decision Making	3	Original	Structured Questionnaire	Shri Ramchandra Pant Amatya (1715)
Independent Variables	Planning and Self-Reliance	4	Original	Structured Questionnaire	Kavindra Parmanand Govind Newaskar (17th Century)
Independent Variables	Idealistic Personality for Youth	4	Original	Structured Questionnaire	Dr. R. Ganesh
Independent Variables	Nation Building and National Character	3	Original	Structured Questionnaire	Aneesh Gokhale (2022)
Dependent Variables	Sharing and Involvement	11	Original	Structured Questionnaire	—
Dependent Variables	Organisational Ownership	9	Original	Structured Questionnaire	—
Dependent Variables	Professional Commitment	12	Original	Structured Questionnaire	—

3.6 Statistical Tools Used

Statistical tools play a significant role in validating research constructs, testing hypotheses, and ensuring reliability and accuracy of findings. The present study utilizes various statistical techniques to analyze the relationship between leadership dimensions and organizational effectiveness. The collected data was processed using statistical

software such as SPSS and AMOS/SmartPLS.

The selected statistical tools helped in examining reliability, validity, factor structure, correlation among variables, and the impact of leadership dimensions on organizational effectiveness. These tools ensured scientific interpretation and empirical validation of the proposed research framework.

Table 3.3 Statistical Tools Used

Statistical Tool	Purpose
Cronbach Alpha	Reliability testing
EFA (Exploratory Factor Analysis)	Factor identification
CFA (Confirmatory Factor Analysis)	Construct validation
SEM (Structural Equation Modeling)	Hypothesis testing
Correlation Analysis	Relationship analysis
Regression Analysis	Impact analysis

4. 4. DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

It presents the analysis and interpretation of data collected for the study to examine the influence of leadership dimensions associated with Chhatrapati Shri Shivaji Maharaj on organizational effectiveness and organizational behaviour. The study focuses on variables such as Ethics, Vision, Crisis Management, Charisma, Empowerment, Emotional Intelligence, Motivation, and Decision-Making. Data collected through structured questionnaires were analyzed using SPSS and AMOS with techniques including descriptive statistics, reliability analysis, Confirmatory Factor Analysis (CFA), correlation,

and regression analysis.

4.2 Data Preparation and Screening

Data preparation and screening were conducted to ensure accuracy, consistency, and reliability of the dataset before advanced statistical analysis. Initially, 400 responses were collected and entered into SPSS software. The dataset was examined for missing values, completeness, and outliers.

Outlier analysis using Z-scores and Mahalanobis Distance indicated no significant univariate outliers, while 11 multivariate outliers were identified and removed. After screening, 389 valid responses were retained for further analysis.

Table 4.1 Data Screening Summary

Criteria	Method Used	Result	Action Taken
Univariate Outliers	Z-scores ($> \pm 3.29$)	None identified	No cases removed
Multivariate Outliers	Mahalanobis Distance	11 cases exceeded critical value	11 cases removed
Final Sample Retained	—	389 valid cases	Used for further analysis

4.3 Assessment of Normality

Assessment of normality was conducted using skewness and kurtosis statistics to ensure suitability

for parametric statistical analysis. All variables satisfied the acceptable normality range of -2 to +2, indicating approximately normal distribution.

Table 4.2 Descriptive Statistics and Normality Assessment

Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
CSML (Leadership)	389	4.19	0.696	0.59	0.70
SI (Sharing & Involvement)	389	4.19	0.714	0.31	0.62
OW (Organisational Ownership)	389	4.39	0.656	0.12	0.20
PC (Professional Commitment)	389	4.33	0.637	0.76	0.85

The findings indicate that all variables follow normal distribution with mean values above 4.0, showing high agreement among respondents regarding leadership traits and organizational behaviour. Low standard deviation values indicate consistency in responses and limited variability.

4.4 Descriptive

Statistics

Descriptive statistics were used to summarize respondents' perceptions regarding leadership traits and organizational behaviour. The analysis showed high mean values for all variables, reflecting positive perceptions toward leadership practices inspired by Shivaji Maharaj.

Table 4.3 Descriptive Statistics of Key Variables

Variables	N	Mean	Std. Deviation	Minimum	Maximum
CSML (Leadership)	389	4.19	0.696	1.16	5.26
SI (Sharing & Involvement)	389	4.19	0.714	1.18	5.00
OW (Organisational Ownership)	389	4.39	0.656	1.00	5.00
PC (Professional Commitment)	389	4.33	0.637	1.00	5.00

Source: Survey Data

The results reveal that Organisational Ownership (OW) recorded the highest mean value, followed by Professional Commitment (PC), indicating strong organizational commitment and employee belongingness. The relatively low standard deviation

values suggest consistency in respondent opinions.

4.5 Reliability Analysis

Reliability analysis was conducted to evaluate the internal consistency and stability of the measurement

instrument using Cronbach's Alpha coefficient. According to Hair et al. (2014), values above 0.70 indicate acceptable reliability. The findings confirmed that all constructs used in the study

demonstrated satisfactory reliability and consistency, making the instrument suitable for further statistical analysis.

Table 4.4 Reliability Analysis (Cronbach's Alpha Values)

Construct	Number of Items	Cronbach's Alpha	Interpretation
Ethics (ET)	3	0.815	Good Reliability
Vision (VI)	3	0.749	Acceptable Reliability
Crisis Management (CM)	3	0.907	Excellent Reliability
Charisma (CH)	5	0.796	Good Reliability
Empowerment (EM)	3	0.806	Good Reliability
Emotional Intelligence (EI)	4	0.880	Good Reliability
Motivation (MT)	3	0.850	Good Reliability
Decision Making (DM)	3	0.851	Good Reliability
Sharing & Involvement (SI)	11	0.917	Excellent Reliability
Organisational Ownership (OW)	9	0.910	Excellent Reliability
Professional Commitment (PC)	12	0.924	Excellent Reliability

Source: Data Analysis

The results indicate that all constructs exhibit acceptable to excellent reliability. Crisis Management, Sharing & Involvement, Organisational Ownership, and Professional Commitment demonstrate excellent reliability with Cronbach's Alpha values above 0.90. Other constructs such as Ethics, Empowerment, Emotional Intelligence, Motivation, and Decision Making also demonstrate strong reliability values above 0.80. These findings confirm that the measurement

instrument is reliable and suitable for further statistical analysis.

4.6 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted using AMOS software to validate the measurement model and examine construct validity. CFA helps in assessing factor loadings, convergent validity, discriminant validity, and overall model fit.

Table 4.5 Composite Reliability and AVE

Construct	CR	AVE
Professional Commitment (PC)	0.926	0.510
Sharing & Involvement (SI)	0.921	0.519
Organisational Ownership (OW)	0.914	0.542
CSML Leadership	0.977	0.794

Source: Data Analysis

The results indicate that all Composite Reliability (CR) values exceed 0.70, while all Average Variance Extracted (AVE) values exceed 0.50. These findings

confirm strong convergent validity and reliability of constructs.

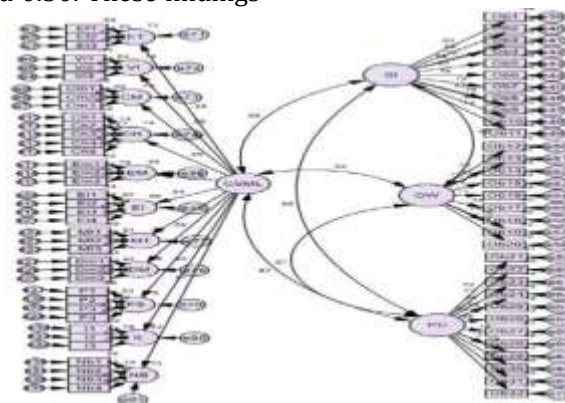


Table 4.6 Model Fit Indices

Fit Index	Recommended Value	Observed Value	Interpretation
CMIN/DF	< 5	2.465	Good Fit
CFI	> 0.80	0.830	Acceptable Fit
TLI	> 0.80	0.823	Acceptable Fit
RMSEA	< 0.08	0.061	Good Fit

Source: Data Analysis

The model fit indices indicate satisfactory model adequacy. The CMIN/DF value of 2.465 and RMSEA value of 0.061 indicate good model fit, while the CFI and TLI values indicate acceptable model fitness. These findings confirm that the measurement model is statistically valid and theoretically sound

4.6 Hypothesis Testing

Hypothesis testing was conducted to examine the influence of leadership traits aligned with Chhatrapati Shri Shivaji Maharaj on dimensions of organizational behaviour and organizational effectiveness. Multiple regression analysis and SEM path analysis were used to test the proposed hypotheses.

The study formulated three major hypotheses to examine the impact of leadership traits on Sharing and Involvement (SI), Organisational Ownership (OW), and Professional Commitment (PC).

Hypotheses of the Study

- **H1:** Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Sharing and Involvement (SI).
- **H2:** Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Organisational Ownership (OW).
- **H3:** Leadership traits aligned with Chhatrapati Shri Shivaji Maharaj positively influence Professional Commitment (PC).

Table 4.8 Hypothesis Testing Results

Hypothesis	Relationship	B	β	p-value	Interpretation
H1	CSML → SI	0.726	0.707	< 0.001	Significant
H2	CSML → OW	0.788	0.673	< 0.001	Significant
H3	CSML → PC	0.657	0.691	< 0.001	Significant

Source: Data Analysis

Interpretation of Hypothesis Testing

The regression and SEM results indicate that all hypotheses are supported, as the relationships

between CSML and the dependent variables are positive and statistically significant.

H1: CSML → Sharing and Involvement (SI)

The standardized regression coefficient ($\beta = 0.707$) shows a strong positive relationship between leadership traits and employee involvement. This indicates that leadership practices such as ethics, empowerment, vision, and emotional intelligence encourage employee participation and collaboration. The relationship is significant at $p < 0.001$.

H2: CSML → Organisational Ownership (OW)

The regression coefficient ($\beta = 0.673$) indicates a positive relationship between leadership traits and organisational ownership. Employees guided by effective leadership develop a stronger sense of belongingness, responsibility, and commitment toward organizational goals. The relationship is

significant at $p < 0.001$.

H3: CSML → Professional Commitment (PC)

The standardized coefficient ($\beta = 0.691$) shows a strong positive relationship between leadership traits and professional commitment. Leadership practices inspired by Chhatrapati Shri Shivaji Maharaj significantly improve employee dedication, professionalism, and work ethics. The relationship is significant at $p < 0.001$.

Comparative Analysis of Relationships

Among all relationships, leadership traits have the strongest influence on Sharing and Involvement ($\beta = 0.707$), followed by Professional Commitment ($\beta = 0.691$) and Organisational Ownership ($\beta = 0.673$). These findings indicate that leadership inspired by Chhatrapati Shri Shivaji Maharaj positively enhances employee engagement, participation, ownership behaviour, and professional dedication.

Conclusion of Hypothesis Testing

The regression and SEM findings confirm that

leadership dimensions associated with Chhatrapati Shri Shivaji Maharaj significantly and positively influence organizational behaviour and effectiveness. All hypotheses (H1, H2, and H3) are accepted, validating the relevance of indigenous leadership principles in contemporary organizational management.

5. DISCUSSION

The findings indicate that leadership traits associated with Chhatrapati Shri Shivaji Maharaj positively influence organisational behaviour and effectiveness. Leadership dimensions such as ethics, vision, crisis management, emotional intelligence, empowerment, motivation, and decision-making significantly enhance employee engagement, organisational ownership, and professional commitment. Ethical

and participative leadership practices strengthen trust, collaboration, accountability, and workplace commitment. The study also confirms that indigenous leadership principles remain highly relevant and applicable across sectors such as corporate, educational, public administration, and military management.

6. IMPLICATIONS OF THE STUDY

6.1 Theoretical Implications

The study contributes to indigenous leadership literature by integrating the leadership philosophy of Chhatrapati Shri Shivaji Maharaj with contemporary organisational behaviour theories. It also validates a multidimensional leadership framework useful for future research in leadership and management studies.

6.2 Practical Implications

Sector	Implication
Corporate Sector	Ethical and strategic leadership development
Educational Institutions	Leadership training and management education
Public Administration	Governance effectiveness and participative administration
Military Management	Crisis management and strategic planning

The findings suggest that organisations should incorporate ethical leadership, empowerment, emotional intelligence, and strategic vision into leadership development programs to improve organisational effectiveness and employee commitment.

7. CONCLUSION

The study examined the multidimensional leadership culture of Chhatrapati Shri Shivaji Maharaj and its relevance in modern organisational management. The findings reveal that ethics, visionary thinking, crisis management, empowerment, emotional intelligence, motivation, charisma, and strategic decision-making significantly contribute to organisational effectiveness and sustainable governance.

The research highlights that Chhatrapati Shri Shivaji Maharaj's leadership philosophy remains highly relevant for contemporary organisations by promoting ethical governance, employee empowerment, participative leadership, and strategic adaptability. The study contributes to indigenous management literature and provides a practical leadership framework applicable to corporate organisations, educational institutions,

public administration, and military management systems.

8. LIMITATIONS OF THE STUDY

- Geographical limitation due to focus on selected regions
- Limited sectoral coverage
- Dependence on self-reported respondent perceptions
- Cross-sectional research design
- Limited inclusion of additional behavioural variables
- Contextual interpretation of indigenous leadership principles

9. FUTURE SCOPE OF THE STUDY

- Cross-cultural leadership comparison studies
- Comparative analysis between indigenous and Western leadership models
- Longitudinal studies on leadership effectiveness
- Integration of AI-era leadership practices
- Sector-specific leadership application studies
- Advanced SEM and mediation analysis for deeper insights

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