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LEADERSHIP IN ORGANIZATIONS

Comparative Analysis of Nepal and Finland

Thesis
CENTRIA UNIVERSITY OF APPLIED SCIENCES
Business Management
July 2019

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ABSTRACT

Centria University of Applied Sciences	**Date** July 2019	**Author** Krishna Kandel
Degree programme Business Management		
Name of thesis LEADERSHIP IN ORGANIZATIONS. Comparative Analysis of Nepal and Finland		
Language Instructor Eija Torkinlampi		**Pages** 32+2
Supervisor Katarina Broman		

The purpose of this thesis was to study leadership in organizations. A comparative analysis focused on leadership practises in Nepal and Finland. This report has focused on different characteristics of leaders and managers and their leadership technique and approaches that are in practice. The author took an interview with the Managing Director of Nepal Electricity Authority, Mr. Kul Man Ghising, who has shared his important information about leadership and managerial skill. In the process of writing this thesis the author got a lot of knowledge and many ideas of different leadership and management styles in the world. The findings of this report have provided clear concepts of decision-making processes and made the author believe good leadership practices in an organization result in the organization's success.

The comparative analysis was targeted to two different organizations NEA and Nokia, including the success and failure of leadership. Qualitative research, more specifically a semi-structured interview was conducted when Mr. Ghising was interviewed. The audio record was made to collect information for further referencing while preparing a report with the permission of the interviewee.

Leading an organization successfully means managing in an interactive way. Every organization wants to hire a good leader who can give good results and lead along with subordinates. As indicated by the findings of this thesis, leadership includes hard work, determination, ownership and improving from one's own previous bad decisions and bad deeds So, everyone cannot be a good leader, but everyone has the capability to do that.

Key words
Comparison, Decision, Determination, Follower, Leadership, Management.

CONCEPT DEFINITIONS

CEO   Chief Executive Officer

GPS   Global Positioning System

MD   Managing Director

NEA   Nepal Electricity Authority

USA   The United States of America

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1 INTRODUCTION

The individual who tries to accomplish a shared objective alongside collaboration is a Leader. Leadership provides a working framework with the team in an organization. Leadership quality can be practiced and enhanced. The need for leadership is more important than before in our institutions, government or everywhere. Good leadership is a rare quality to develop and practice. Therefore, people are more worried about leadership. Doing the right things makes a leader while doing things in the right way makes a manager. A good leader with a clear vision is essential in this present world who would make people's future bright and prosperous.

An organization is a place where a group of people with the same goal and motives act in legal ways. It can be private or public. It is designed in a specific way to subdivide the goal among the team members. Departments, divisions, levels, jobs, and responsibilities are managed in a structural way. By doing so, there is the proper use of all the available resources, such as human, machine, financial and material resource. Cambridge dictionary defines an organization as a group of people who work together in an organized way for a shared purpose (Cambridge Dictionary 2013). It is a system to get shared goals and target by the people, from the people. Only the systematic chain of authority from top to lower level make the organization achieve a good result. There must be cooperation between staff in the organization; one should feel proud of the given responsibilities.

The aim of this thesis is to give an idea related to leadership that can bring much positivity in an organization to be a successful leader. This thesis has also tried to put light on to the types of leadership such as transactional leader, transformational leader and so on. Similarly, differences between leadership and management are also described briefly. Hence, this thesis is mainly concerned about how a successful leader can change the entire organization and its operating procedure to achieve the targeted goal successfully.

As mentioned above, the theoretical part is consisting of information about leadership. A different example of leaders and definitions from the popular relevant authors are also included. There are four chapters including introduction as chapter one in the theoretical part. Secondly, in chapter two differences between management and leadership are listed followed by a sub-heading called leadership in teamwork. The third chapter is mainly based on the types of leadership and their brief description. As the last chapter of the theoretical part chapter four deals with the approaches of leadership in an

organization. The reason behind including these chapters in this thesis is to build up the strong framework of related knowledge to the reader to understand the core findings of the empirical section.

The practical research is comprised of a qualitative interview with the MD of Nepal Electricity Authority which deals with the factors implemented by him to make NEA a better organization than it was in the past decade. His success story behind the hard work and the support he gets in his tenure are also briefly mentioned with suggestions from the MD to run the organization successfully and get loyal followership. The research also deals with problems he faced at the beginning of his job as an MD of NEA. Similarly, Nokia and its leadership background along with the reason behind its failure has also been briefly introduced in the practical segment. The author has tried to include a comparative analysis of the leadership decision made by Nokia with that of NEA.

2   LEADERSHIP KNOWLEDGE

Leadership is a topic that has been discussed and practiced over the years. Looking back to the history of military, religion, political and social leaders with important historical events and activities, various aspects of leadership can be acknowledged. Leaders such as Gandhi, Mao Tse-tung, Alexander the Great, inspire and touch everyone's life while personalities such as Indira Gandhi, Winston Churchill were quickly overthrown regardless of having their power. Some leaders have loyal followers who are ready to die for their leader whereas there is another type of leader whom people want to murder. The questions about the determination of leadership, effectiveness and actual research only begin in the twentieth century. In the past, there was the only assumption made on this subject. Researchers try to find out factors such as abilities, behaviors, trait, and sources of power or part of circumstance help to know how well a leader can impact supporters and achieve the goals (Yukl 2013, 17-18.)

The key factors in leadership theories help to understand the subject of leadership in more detail. Oliver Wendell Holmes, the great Supreme Court justice, once said that there are three types of people. There are people who make things happen, there are people who watch what's happening, and there are people who haven't the slightest idea what's happening. It is more relevant to classify leadership theory and research according to three types of variable. Those are listed below:
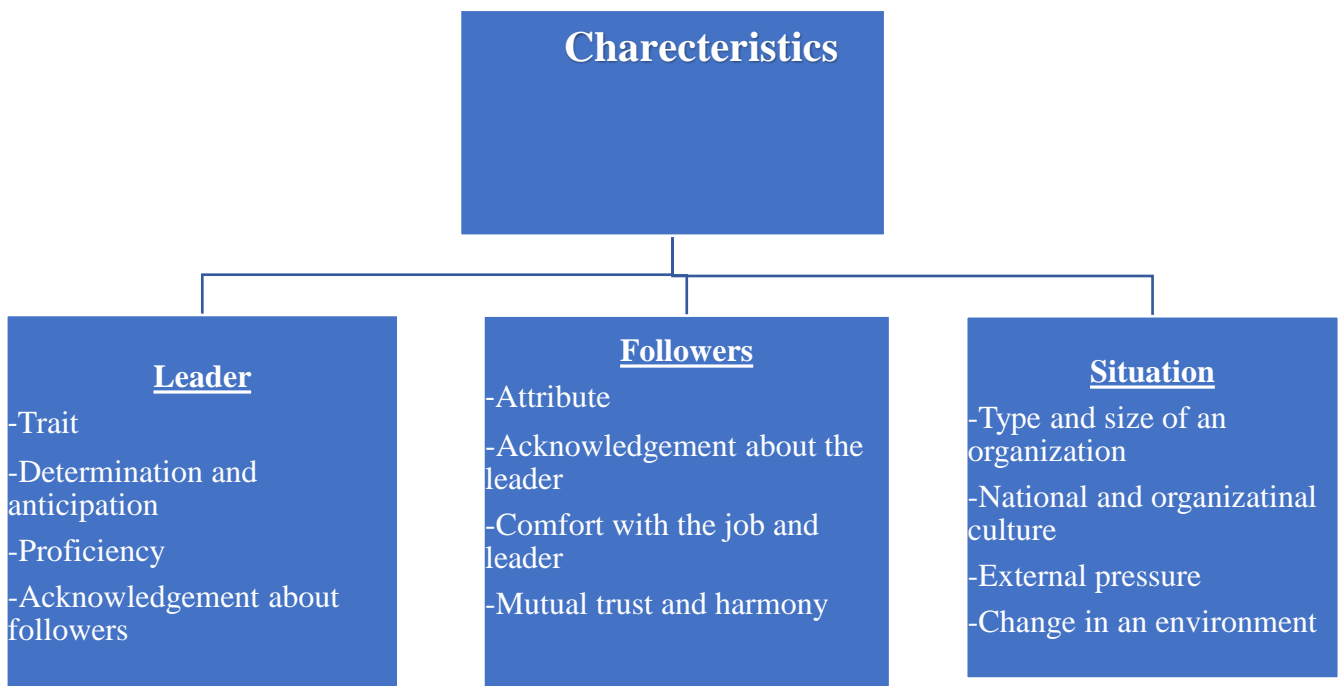
FIGURE 1. Characteristics of leader, followers, and situation in an organization (Adapted from Yukl 2013.)

The above figure 1 explains the characteristics of leader, followers, and situation. Personality and aim of leader determine the anticipation and use of proficiency to acknowledge about followers. Similarly, trait (right, own-concepts) of followers is also valuable to work in a changing environment with the good characteristics as mutual trust and harmony with a leader and team worker. For both leader and followers, the situation matters too. The size of an institution, internal and external factors need to handle the changing environment.

2.1 Definitions of Leadership

Every human being practices leadership and has leadership quality either in a visible or invisible way. We drive ourselves, our family or organizations. Leadership gives the proper co-operation. The difference between a leader and an expert help us to understand the characteristic of leadership. A leader is accountable for other people and their activities in contrary to this an expert is responsible for evidence and judgment. Leadership is the implementation and advancement of ethics that are socially or politically the most significant. Whether the leader acts and makes decisions with his own interest or the interest of society in mind. That sets the normal issue of being a human being and, thus, of leadership (Nissinen 2006, 23-25.)

Most of the organizations around us are running in a system. A leader always motivates their followers willingly not by force and they are always a good listener. The importance of leadership is more in our organizations, our society, homes, public and private administration and mostly in business sectors. People are more demanding and selfish than in the past, someone may not follow your command rather following your leadership skill. A good leader will always get much more followers than anyone else. Anyone in today's situation who comes to the position of leadership with money, authority or relationship remains for short term only. The long-term leadership is where the public agree to follow the direction, the supervision, and the idea of somebody else (Tracy 2014.) There are lots of definitions about leadership, among them C.F. Rauch and O. Behling define it as "Leadership is the process of influencing the activities of an organized group towards goal achievement."

2.2 Leadership versus Management

As leadership is different from management, the same person cannot be judged as a leader and manager at the same time. They both have their own duties and responsibility to give a better result. The term "leadership" and "management" are often understood as same. Organizations need to develop more leaders to deal with new challenges and be more competitive. These leaders also need proper management skills and training. In today's world, companies are more complex with different functionalities and system. A leader needs to be well educated and able to use the technology, which can help in recruitment, motivation, and training program for the employee along with creating a new customer, increasing shareholders and publicity of the organization. Hence, companies need to hire an

effective leader who has suitable leadership skills to deal with the problem along with handling the team (Toor & Ofori 2008.)

Management is the distribution of limited available resources against an organization's goal. Management compromises of dividing priorities, work plan and getting those results on time. According to Taylor "Business Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way."

TABLE1. Comparison of leadership and management process in the workplace (Adapted from Bohoris & Vorria 2019.)

Method	Leadership	Management
Vision Formation	• Well-set way and develop the vision • Shows very passionate mentality towards goals and vision to achieve them	• Strategy and funds • Creates process steps and sets the time frame
Vision Execution	• Motivates • Co-operate employees to tackle change • Fulfil the basic needs of human • Takes high risk	• Regulation of processes • Determine and solves problems • Supervision of results • Takes low risk
Individual progress and chain	• Coordinate companies • Convey the target aim • High emotion • Raise alternative	• Regulate and team • Maintain system • Low emotion • Limits workers alternative
Vision Result	• Encourage and improve employee relations, which help in achieving the target mission.	• Gives the targeted results to stakeholders and leader.

Table1 tells about the differences in leadership and management based on their method. During the vision formation and execution, leadership set the way and develop the vision. However, management funds, process and sets the time. Leaders motivate followers to work for a targeted goal, on the other

hand, manager solves the problems during the processes. Leaders with higher emotional intelligence coordinate companies or provide alternatives to the problems while managers manage team, allocate the labor within an organization. Hence, leadership and management together obtain organizational goals.

2.3   Leadership in Teamwork

Researches are growing in the areas of leadership theory, group work, and team performance. The research shows that teamwork is more effective than individual inputs. An organization with a group of team members are interdependent to get the common goal. These groups may be task forces, working units, committees, supply chain, management, etc. Group of people means the team and that team need good leadership. In the 1980s, including other countries, Japan encouraged quality team research. Now the importance of team-based organization increasing day by day. It is necessary to understand the role of leadership in the team to ensure organizational success and to avoid team failure. Teamwork is the involvement of all employee physically and mentally. The crucial thing is the task being completed by the team leader and shared between the members (Northouse 2010, 241-243.)

The popularity of team formation is increasing day by day in an organization because most of the organizations that reform themselves to compete more effectively and efficiently, need to remain in the global market for the long term. Proper use of employee talents can be done through team formation. In the context of cooperating with changing the environment, the team is more flexible and responsible than the traditional department and group. To motivate and get a good result from these teams, leadership is more responsible than anyone else is. There is a difference between work team and workgroup. The work team is a group performance by the individual, where the sum of individual performance is lesser than a group. On the other hand, the workgroup means a group that shares knowledge and idea between the members of the responsible area to perform the task. Teamwork is beneficial than the individual, for example, the musical band Slayer became one of the most successful bands in the "thrash metal" genre, due to the effective team performance. The proper use of a team's potential by the leader helps increase outputs without increasing the inputs. Team's synergy is positive while the group is neutral, which means sometimes negative too (Robbins & Judge 2015, 304-308.)

3   TYPES OF LEADERSHIP

Leaders have a different style to lead the organization. Successful leader practices multiple ways to motivate employees that help the voluntary participation of co-worker to get the organizational goal. Leadership is the creativity and practice of new method and idea. Nevertheless, implementing a new technique is the bottom line to gain profit and sustainability in business. An employee may personally like or dislike leadership implemented from the leader, the great leader always runs the business on a positive path through different leadership types. Some leaders have their own way, which does not match with other individual types. Leadership can be practiced by any kind of person. Everyone has their own personality, that deep personality helps someone to lead (Lazzari 2018.) The detail description of the four types of leadership is as follows:

3.1   Autocratic Leadership

The word autocratic forms as auto means self and critic refer to implies of the rule. This leadership is also known as authoritarian leadership. In this leadership style, decision-making power belongs to the individual person. The leader controls the organizational decision. So, autocratic leadership has been based on control. They barely take suggestions from their employee. The autocrat order things to do and expect fast and good output. No feedback is taken from the worker. In this leadership process, one person makes every decision for the team, group or organization. This type of leadership is mostly useful in the military because each person gets encouraged to perform under strict supervision. Working shift and work are extremely regulated which discourage creativity in the institutions. Rules and regulation come under main priority in autocratic leadership and well informed to all (Cherry 2019.)

The advantage of implementing autocratic leadership is that is helping to get the result faster. It is time-saving because of less consult with others. Autocratic leadership needs a most knowledgeable person to decide. A small group of people, for example, a group of students or co-workers on a project need strong and effective leadership. In these types of groups, one can lead more effectively by setting clear roles, assigning tasks, and setting deadlines for the given task. Autocratic leadership is more fruitful when there is a stressful time, and the team appreciates the leaders. This kind of leadership helps military group perform well in a stressful situation because the individual member will follow the high command. Members are focused on performance rather than decision-making. This type of leadership works better

in military, construction, manufacturing, restaurants and some companies with high sales target (St Thomas University 2018.)

On the other hand, the disadvantages of autocratic leadership are discouraging the creativity of team member. Development of modern technology and educated employee dislike this style of leadership. Input involvement in decision-making is zero, which may lead to a negative result in the institution. Today's business world is encouraging creativity and getting idea from all levels of the department. Compare to democratic, transformative and laissez-faire leadership; this leadership is more impolite. The skilled and knowledgeable staff may resign due to no input taken from them. This gives negative result to the overall success of an organization. This style suits to few specific situations only, if autocratic leadership is maintained following the approaches of democratic styles help in getting a better result (St Thomas University 2018.)

3.2   Laissez-faire Leadership

The French word "Laissez-faire" means leave alone. It is a philosophy targeted to personal ability to follow his or her own dreams without another people obstacle. The late Steve Jobs said, "It doesn't make sense to hire smart people and then tell them what to do; we hire smart people, so they can tell us what to do." (Anastasia 2017). This saying from Mr. Jobs clears the importance of laissez-faire leadership. This leadership in an organization helps an employee to follow his or her best way to complete the task. A leader does not participate actively in the process of decision-making but gives advice and resources when needed. Therefore, the leader needs to provide ways without interfering with the method of tasks. There is limited leadership from the top-level but group and team than the leader do the things. However, accountability falls for the leader. Compare to other leadership styles, Laissez-faire leadership need a bit less leadership (Cherry 2019.)

Total freedom for followers to make decisions at work, this is one of the advantages of laissez-faire leadership. As the power of decisions making belong to subordinates, they can get the targeted result as he or she feels to do so. Different people have different ways to complete tasks. If there is a limited system to follow, a person may not give the best outputs. Laissez-faire provides the guideline if needed but does not force to follow the same ways. This style gives more responsibility to the individual act for further motivation. One can choose the best ways to reach the set target. It encourages innovation and feedback from different resources so that the whole team can have an advantage. The experienced team

or group can use their previous knowledge and experience. The team gives the best support to the individual to enhance his or her skill on the related field (Lombardo 2015.)

Every coin has two sides, Laissez-Faire also has a disadvantage. It requires a certain kind of supervision to get things done or to be successful. Starters, without supervision, may do things differently and lead to a bad result. There is a lack of support and guidance from the leader. The accountability goes to the leader but in laissez-faire, the leader places the responsibility to the worker; which lead vacuum of responsibility or low accountability. It is difficult to implement change; the employee works independently. It takes more time to share new rules and information within the organization. Leaders cannot force any employee on policymaking; this may lead to poor performance and results. As the leader seems less concerned with a thing happening, followers may not give proper care and concern to the defined tasks. The role of the leader is reactive than proactive. Therefore, the guidance from the leader will come after the problem arise. The organization may face the lack of clear vision therefore; tasks may not be completed on time (Cherry 2019.)

3.3   Transformative Leadership

Transformative leadership is everywhere in our daily life, not only corporations. Family environment can be considered as a transformative as a child raised into adults, whose behavior reflects how he or she had been grown up. Transformative leadership helps followers to grow as a future leader by reacting personally. This leadership helps to boost own leadership quality to the team member in an organization. There is always a high level of followers' satisfaction and commitment towards the leader and institutions. Now the importance of transformative leadership is huge. If we look back at the history of leadership, it is more about the relationship between follower and leader. It has been practiced for thousands of years. Jesus Christ, Buddha and Winston Churchill, who made a positive effect on society. In today's world, there are CEO's such as Steve Jobs and Bill Gates as an example of transformative leaders. Transformative leaders motivate others to do more than they had planned or think about the possibility. They always help follower to develop own leadership capacity at their own (Bass & Riggio 2006, 1-5.)

Achieving the organizational goal is the combine performance of team, follower and organizational leadership. Transformative leadership is not equally suitable in all situations. It has more impact on smaller firm, privately held organization, bottom line than the complex organizations. This leadership is

worthier when the leader can interact directly with the individual employee before making decisions. The stress for the followers is low because the transformative leader obtains higher levels of trust. Transformative leadership is more effective than transactional leadership. Transformative or Transformational leadership includes "four 'I's", where Individualized consideration provides personal attention, individual coaches, advice and motivation, Intellectual stimulation helps in solving problems carefully, wisdom helps to boost intelligence, Inspirational motivation delivers crucial purpose in easy ways, good communication, uses of symbols to emphasis determinations and lastly Idealized influence signifies the achievement of respect, pride, and trust; provides clear vision and mission. Leadership is most effective when they regularly use these four I's. The decentralization of responsibility from the transformative leader builds trust with followers. There is a strong agreement between top-level management to gain targeted goals, which increase the performance of the organization. These leaders are capable to motivate followers with self-efficacy, deliver the group message "can do" attitude (Robbins & Judge 2015, 377-381.)

3.4 Transactional Leadership

In 1947, Max Weber described transactional leadership and later in 1981, Bernard Bass added more detail. It is used on basic management process such as controlling, organizing and short-term planning. Leader boosts self-interest through motivation so that they can get maximum output from followers, so follower needs to obey the commands from a leader. Another system under this leadership is rewards and punishment. The organizational goal is set under the mutual understanding of leader and subordinate. The reward is given to those, who complete the tasks to a specific level and punishes to those, who come below the set standards. The relationship between leader and follower includes four dimensions: Contingent Rewards, Active & passive Management, and Laissez-faire. The transactional theory believes that employee needs close supervision to get the work done because they are not self-motivated. This leadership is more popular in military and large organizations, where rules and regulations come in priority (Management Study Guide 2019.)

This is suitable for the short-term purpose; it gives a quick result. It makes workers clear about responsibilities by a set of rules and regulations. It follows the proper procedure and standard, which have been used in the past too. If the organizational problem is clear and simple, this kind of leadership works very well. This leadership is insufficient for the development of a leader's potential and creativity of workers. Transactional leadership is not good for those places, where creativity and innovation are

required. They are not suitable for changing the environmental situation because they follow established protocols and procedures. This theory believes that the wage given to an employee for their work can motivate them at full phase (Management Study Guide 2019.)
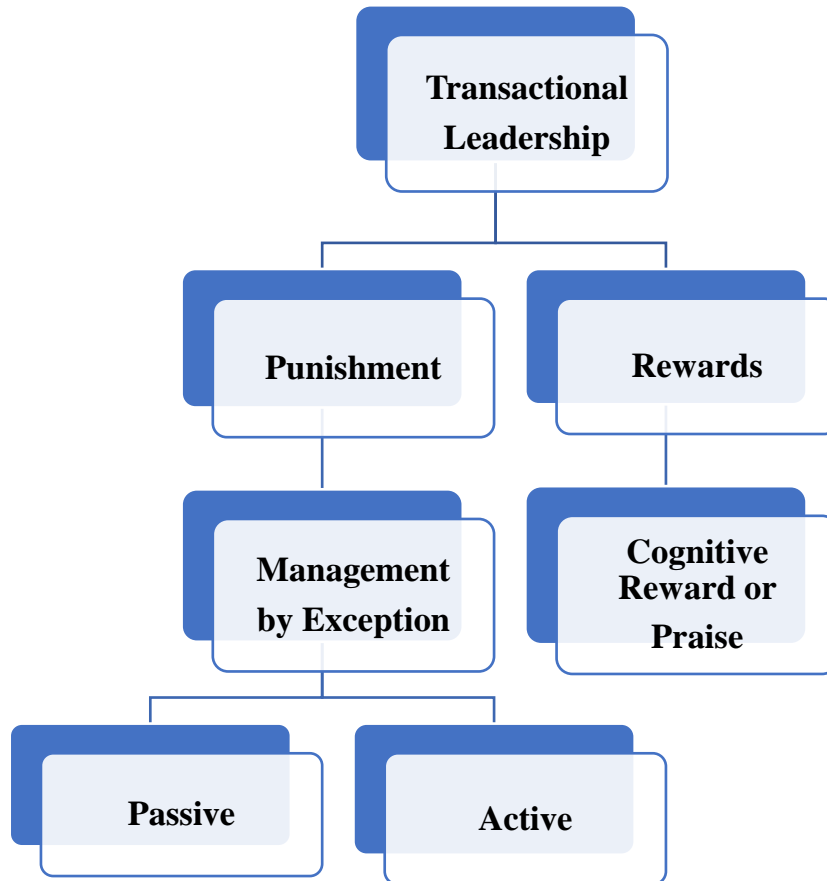
FIGURE 2. Transactional Leadership (Adapted from Free Management 2019.)

The above figure 2 makes clear about the transactional leadership; it is based on rewards and punishment for the effort of subordinates. If the team member's performance is below the sets standard or acceptable than there has punishment. While in active management by exception, leader actively monitors the activities of workers, watch do they meet the standard or not and Prevent mistakes too. On the other hand; Passive management, leaders act after something happen. Contingent rewards go to those, who complete the tasks on given time at set criteria. They set SMART goals such as specific, measurable, attainable, realistic and timely to accomplish the task.

4   LEADERSHIP APPROACHES

This chapter begins with a trait approach, which is the oldest approach in leadership-and behavioral approach to leadership, then the writer moves into the power-influence. The characteristics and power within the leader can make an influence on the organization. These approaches in leader help them to know their self, makes different than others and help to create a trustworthy environment with colleagues through effective action. Then the author moves to the situational approach, which gives an overview regarding, how the factor like time and environment create a positive and negative role on a leadership role.

4.1   Trait Approach

This approach is one of the earliest theories of leadership. The study of the trait approach begins to understand the factor that made certain people as great leaders. It was the belief that some people are born to be a leader, or they have this trait like motivation, cleverness, extraversion, determination, confidence and many more. The trait model of leadership includes the characteristics of successful and unsuccessful leadership. Due to the change in the situation, a successful leader in one organization may not give the same kind of performance in another. However, the special characteristics and trait in a leader help to cope with the changing environment and give good result. The personal trait is indeed a part of leadership. The intellectual ability has a positive impact on leadership. If the leader has a different IQ level than the subordinates, it can have counterproductive advantages. (Fleenor 2006.)

The trait approach is different from other approaches because it focuses exclusively on the leader, not the followers or the situation. This theory believes that people having a good set of traits is important for effective leadership. It is the leader and leader's personality made the difference to the leadership process. This approach suggests, following the personality assessment instruments by an organization lead to better output. It can be applied to all levels in all types of organizations. The organization can make a category of characteristics or trait which are necessary for the specific position and then use personality assessment measures to identify whether an individual is fit as per their needs or not. On the other hand, a manager can use this to analyze their own traits and know about their strengths and weaknesses. An individual can apply to different positions in a company using this approach. This gives the clear picture of an individual to improve the leadership qualities. The person is not born with self-

confidence rather it is developed; honesty is a matter of choice and the knowledge can be gained. Leadership still requires the special skills and techniques in an individual (Northouse 2010, 15-25.)

4.2   Behaviour Approach

The specific behaviour in a leader differentiates him or her from non-leader. The emphasis of a leader is either an employee-centered or a job centered, for example developing healthy relationship and concern about people or help the team member to achieve goal and concern for results. Behaviour approach explains the leadership in term of habitual behaviour of the leader. If we look at the research made by Ohio State University, in 1940; the research mention about the two dimensions, initiating structure and consideration. Under the initiating structure, the leader clarifies the role of his or her and subordinates to obtain the organizational goal. This includes the work plan, relationships, assigning the workgroup and many more. On the other side, consideration defines the job relationship with mutual understanding, respecting the subordinate's thought and feelings. The leader cares about the followers' luxury, wellbeing, position, and satisfaction, within a friendly manner. All the subordinates are equally treated, these leaders are judged as a high consideration. Low consideration means low performance by subordinates and vice-versa. However, the employee may not be satisfied when they do not get high concern (Rao 2010, 357-359.)

4.3   Power-influence Approach

Power refers to a capacity that X must influence the behaviour of Y, which leads Y to act according to the wishes of X. It is a function of dependence, someone can have power but may not use it wisely. If Y is dependent over X, then X is more powerful in the relation between X & Y. Military organization, where the followers obey the rules and regulation sets by the commander. Commander influences the organizational result through his or her power. Leadership uses the power to get the target group goal. Power does not follow the downward influence on followers as like a leadership. Power means to control group or individual by motivating and inspiring them. There are two main sources of power, formal and personal. The organization thought employees need proper instruction, so management guide subordinates and coworkers using power. Influencing is a long-run process and organization needs to make an investment in their employee (Robbins & Judge 2015, 400-403.)

4.4   Situational Approach

This is one of the most recognized approaches among others which was developed by Paul Hersey and Ken Blanchard. As the name mentions, situational leadership emphasizes on a rational understanding of situations and proper response toward it. The theory believes that the changed situation needs different kinds of leadership. A leader can be supportive or directive, need to implement his or her style according to the demands of those situations and the followers. The leadership style is divided into four categories: delegating, supporting, coaching and directing. This approach says that the same leadership style is not suitable in each situation; depending on the changing environment and condition the leadership style are also changes. For example, if the subordinated have less idea, directing style of leadership is used because the leader needs to tell the followers exactly what to do (Northouse 2010, 89-93.)

PROGRESS LEVEL OF FOLLOWERS

Low	Moderate	High
D1	D2 D3	D4

DEVELOPING ←————————————→ DEVELOPED
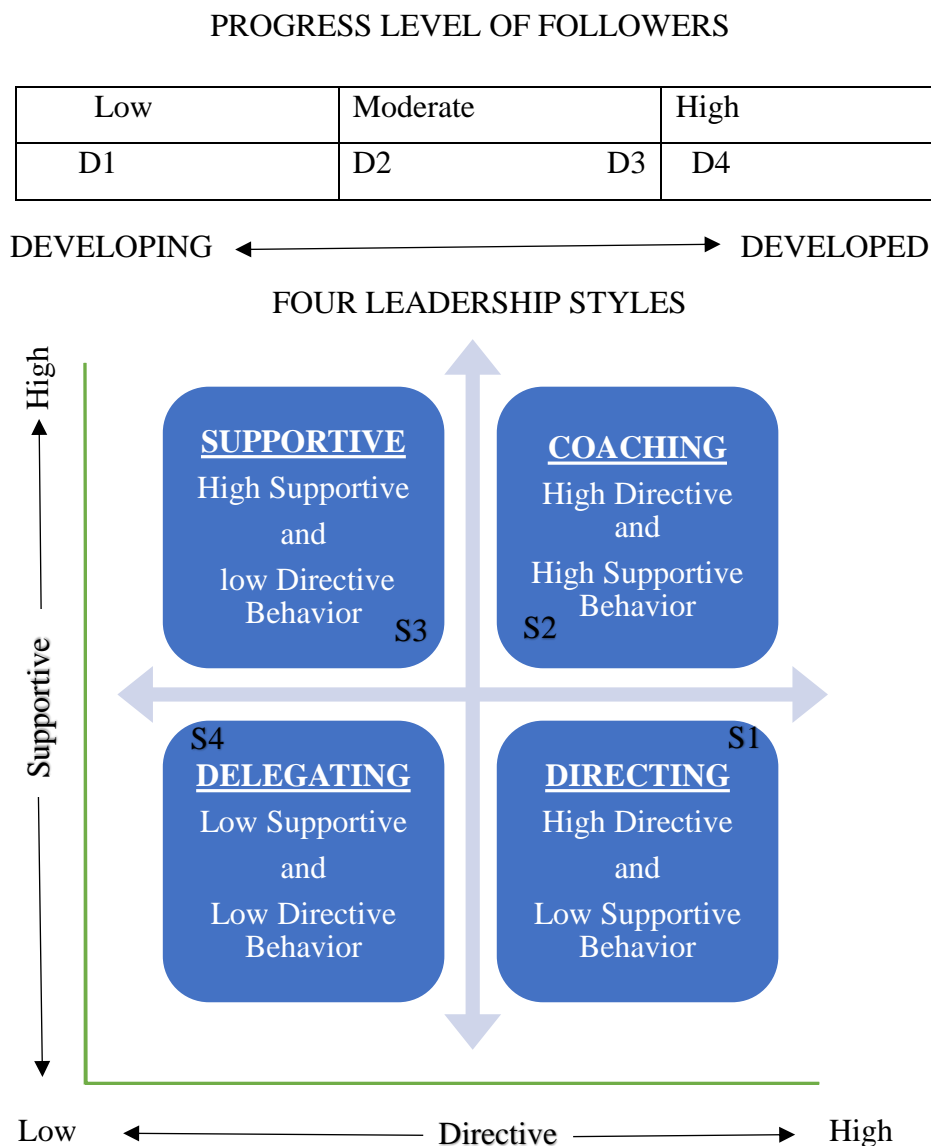
FOUR LEADERSHIP STYLES

FIGURE 3. Situational leadership styles and development level (Adapted from Northouse 2010.)

The given figure 3 makes clear about the styles used by the leader during the leadership process and development level in the follower. The implementation of the situational approach starts with the determination of the situation by the leader. The leader sets the guideline for the subordinates to do the task. He or she needs to evaluate the complexity of given work and divide the employee according to their skill. After identifying the situation and skill and level of subordinates, leaders can match the right style of leadership. The new worker with lack of idea about work is specified as a D1-level employee. And those with high skill and understanding are in D4 category. There is a direct relationship between the leader's style (S1, S2, S3, S4) and development level of subordinates (D1, D2, D3, D4). For instance, if the dependents are at the beginning level of development or D1, the leader must give high-directive and low-supportive leadership style or S1. For every level of development, there is an exact style of leadership that the leader needs to implement. Leaders behavior needs to be flexible because the development of subordinates differs in a different situation.

5   COMPANY PRESENTATIONS

The following chapter explains about two different company NEA and Nokia along with introducing both leaders and companies, detail information from the year of establishment. Followed with subchapters related to the performance of both leaders. The information is collected from the internet, online material and phoning interview with NEA's MD Mr. Kul Man Ghising. This chapter contains the positive and the negative result of two different organization.

5.1   Nepal Electricity Authority

Nepal Electricity Authority (NEA) is the parent generator and distributor of electric power in Nepal under the supervision of the Nepal government. Founded on August 16, 1985, NEA is the result of a collaboration of the different department like Electricity of Ministry of Water Resources, Nepal Electricity Corporation, and other related boards. Formerly, this organization was called as Nepal Electricity Corporation. This collaboration decreased the overlapping and duplication of works and promote efficiency and reliable service. The headquarters of the NEA is in Kathmandu and different regional offices all over Nepal. The main function of NEA is to generate, transmit and distribute adequate, reliable and affordable power. Since 1985 to till date, the company keeps working to generate power by planning, constructing, operating and maintaining all generation, transmission and distributions facilities all over Nepal. NEA is operating under the government of Nepal, so its responsibility is to recommend short-term and long-term plans and policies to the government regarding in the power sector. The present managing director of Nepal Electricity Authority is Kul Man Ghising. NEA also arrange training and study to produce skilled manpower for the country. According to annual report 2017/18, the demand of electricity is higher than the supply, but the company is making huge positive change is production and supply, which will help Nepal to export electricity to another country within two years (NEA 2019.)

FIGURE 4. Logo of NEA (Adapted from NEA 2019.)

5.1.1   Introducing the Managing Director

Mr, Kul Man Ghising is born in Ramechhap, Nepal. He has been associated for more than 22 years in power generation, transmission, and distribution. He has completed masters in power system engineering from Pulchowk engineering college in Kathmandu and, also an executive MBA degree holder in management. He started his career as a division chief in NEA and proved himself as the best managing director on Chilime Hydropower Company Limited after that he joined as a project Chief in Rahughat Hydroelectricity Project and since 2016, he is Managing Director of Nepal Electricity Authority (VMAG 2017.)

5.1.2   Positive change made by MD in an Organization

In September 2016, the Nepal government, appointed Kulman Ghising as the NEA's managing director. He had given full authority to solve the power-cut issue. In 2015, Nepal had devastating earthquake and reconstruction must be started and many electricity production houses were damaged. This had made load-shedding as a bigger issue. Ghising, who is an electrical engineer, had been involved in NEA more than two decades knew the inside story of blackouts. With the good skill of demand-management competence and replacement of unsupportive employee, removal of dedicated line and intensified meter reading. He took a few months to end excessive power cuts in the capital city and 10 other nearby districts, due to which public support and believe NEA. (Csmonitor 2018.)

Ghising says "All I am doing is managing demand and supply with maximum efficiency and complete honesty. Now, no one is getting electricity that belongs to someone else". Ghising made Nepal as a load-shedding free country within two years. NEA was in 9 billion loss now it is with a profit of 1.5 billion (Ghising 2019). He is now as a national hero; many youths follow him as their leader. He believes that the public will support him until he does good things. He gave inspiration rather than an instruction to sub-employee as he is managing director in government organization. There was mismanagement of electricity and public faced daily blackout routine. Some of the private industry got electricity for 24 hours and some got less, according to their political setting and power. After Mr. Ghising came in position, now the situation is very well but still the few minutes there might be blackout because of maintaining sub-station and power plant for better and sustainable supply (Mail online 2017.)

5.2   Nokia

Nokia Corporation was established as a Nokia Ab in 1865 in the name of the forest industry and power production. It was a Finnish multinational company. Nokia acquired Mobira and introduced the first car phone in 1982. And in 1984 they came with Nokia Mobira Talkman, which was first transportable phone. Later in 1987, when they launch the Nokia Mobira Cityman. This phone was easy to carry, which help to boost the market of Nokia. Nokia's sales were growing very fast worldwide. In 1991, Harri Holkeri, PM of Finland became the first person on earth to make the first GSM call with Nokia phone. Nokia produces different handsets in 1992, then market grows up in Europe and the USA. The sales rate was beyond their prediction. From 2003 to 2005, Nokia was known to be the world's leading mobile phone producer. But after 2005, its market started to decline slowly and later it was purchased by Microsoft. Since 2016, there is a comeback of Nokia through a licensing arrangement with HDM Global (Häikiö 2002.)

5.2.1   Introducing the CEO

Nokia is led by various CEOs and directors within the time span and need of the company. Among them, Mr. Stephen Elop was one. He is a Canadian businessman and was the only non-Finnish CEO who worked for Nokia. He had also worked at Microsoft before joining Nokia. As a Nokia CEO from 2010 to 2014, he could not make a good decision for the organization. He was criticized for his decisions because of the company experience massive downfall both financially and loyalty within the customer. Due to this, he was compelled to quit from Nokia (Kauppalehti 2010.)

5.2.2   Decisions that caused Nokia's failure

Nokia was a milestone in the development of the mobile phone. Nokia's initial victory was mostly the result of good vision and management by the leader. The innovation of new technologies as digitalization and deregulation of telecom networks makes Nokia renowned across Europe and many other countries. However, this success could not sustain after the innovation of smartphone by other producers like Motorola, Apple, Samsung and many more. Keeping these things in mind, Nokia could have done far better because they had a huge opportunity through the expansion and implementation of right leadership

strategies to cope effectively with that crisis. They already had good branding and publicity with huge market sales (McCray, Gonzalez & Darling 2011.)

By 2010, Nokia had become like a sitting duck to the changing environment around the globe. There are many reasons for the decline of Nokia's. Management decisions, dysfunctional organizational structures, growing bureaucracy, and internal factor. Nokia had realized as their loss and the first time in history they gave CEO to non-Finnish: Mr. Stephen Elop, whom they believe that with his previous experience and leadership skills, he could have done better for the organization, but Mr. Elop can't make positive change, Nokia even lose its sales rate. The poor strategic decisions, Nokia made a strategic partnership with Microsoft and shifted its smartphone strategy to Microsoft's Windows Phone. The previous Symbian and Meego were phased out, the decision to the alliance was bad for Nokia (Doz 2017.)

6   RESEARCH PROCESS

This chapter includes the definition of the research methodology along with different types. It also remarks about the comparative analysis between two company and their information related to the research done for the thesis and its outcomes. An interview has been conducted with MD from Nepal for research, therefore this chapter will include his important decisions and experiences about the leadership in an organization followed by comparison with Nokia's CEO leadership during that period.

6.1   About Research Methods

The word research methodology is the compound word made with two different words, 'Research' and 'Methodology'. Here 'Re' means again & again and 'Search' means to find out something, so research means finding something repeatedly from different dimensions. According to C. Francies Rummel "Research is an endeavor to discover, develop and verify knowledge. It is an intellectual process that has developed over hundreds of years, ever-changing in purpose and form and always searching for the truth" (Kothari 2004). Methodology is the technique of doing something in a systematic and scientific manner. As in common, research methodology means collecting the data or information to know the reason in a scientific and logical way, which help inappropriate decision-making.

The importance of research is to find out answers to questions through the application of scientific methods. The main target of research is to get the truth, which has not been discovered yet. However, each research topic has its own specific goal. Research objective can be divided like formulating, descriptive, diagnostic, and hypothesis-testing, all these types have a different objective, but the main motive is to get the own know fact about the specif topic (Kothari 2004, 1-2.) D. Slesinger and M. Stephenson define research as the manipulation of things, concepts or symbols for generalizing to extend, correct or verify knowledge, whether that knowledge aids in the construction of theory or in the practice of an art.

There are many types of research methods, among them quantitative and qualitative research is often used by many researchers. Quantitative deals with the quantifying and analysis of numerical data with the help of statistical methods. This techniques answers to questions like who, how much, where, what, when, how many, and how. This method deals with more than one respondent, where they are supposed

to answers the questions by different means of communication (Apuke 2017.) It is more popular dealing with the testing of hypothesis, acknowledge the cause and effect with prediction whereas qualitative is more important to understand and interpret social interactions, people's everyday life, and their experiences.

6.2 Qualitative Research

This is a type of research that intentions to get human's opinions and feelings than evidence that can be shown in numerical values. It helps understanding someone's perspective in a scientific and in a systematic way. Qualitative research collects the evidence and gets the finding that was not determined previously. It is more effective in acquiring information with a population or group. The power of qualitative research is to give information related to human-like opinions, behaviours, beliefs, emotions, and relationship. It also benefits in finding intangible factors for e.g. socioeconomic status, gender roles, religion, and many others. This method is more flexible than quantitative (Qualitative Research Method 2019.)

The purpose of qualitative research has a wide range, as it is an umbrella term for different approaches and methods for learning about social life. The methods like structure or unstructured interviews give non-quantitative information, for e.g. transcripts, notes, and documents or electronic material like photos, videos, and recordings. This non-quantitative information later changed into text form. This method is best to find out the why and how questions of human experience and social science rather than how often. Sometimes quantitative research is used to justify information collected through qualitative method (Saldana 2011, 3-4.)

6.2.1 Structured Interviews

This interviews method is also known as the standardized interview. In this method, questions are presented with the same written question in the same order. Means of communications like written paper questions, electronic media, online chat using Facebook, Skype, etc. The collected answers from participants can be compared between sample subgroup or different survey periods. This interviews method is used for collecting statistical survey and questions can be open-ended or close-ended. Data are collected by the interviewer, so he or she needs to take permission before making any kind of

recording of voice or taking video. All the participants are treated equally during the interview. Participants can put their views freely and the interviewer needs to show the notes or records made during the period (Hair, Money, Samouel & Page 2007, 196.)

6.2.2 Unstructured Interviews

Compared to structured interviews, this is very informal and open-ended because there is no specific set of predetermined questions. However, interviewers must be clear about the research topics in mind. So, he or she does not miss any important questions. This kind of interviews flow like an everyday conversation, no fixed questions and often followed by the previous question. According to James Nathan Miller "There is no such thing as a worthless conversation, provided you know what to listen for. And questions are the breath of life for a conversation" (Wildemuth 2017.) Unstructured interviews are mostly famous for understanding an in-depth phenomenon of a context so-called qualitative research method. The non-directive interview is more flexible compared to structured as the interviewer can ask missing questions that were not included previously and need to be included in the research. This method of the interview can be lengthy, and interview may not answer properly as the questions are open-ended and are not predefined (Wildemuth 2017, 239-246.)

6.2.3 Semi-Structured Interviews

Another most used interview method is semi-structured and known as a combined or hybrid interview. It is the combination of structured and unstructured interview, where interviewer asks a few questions that were predetermined, and the rest of others are not planned beforehand. The undefined questions are asked during the conversation that arises spontaneously. This method of research is popular in finding the result of social sciences (Qualres 2019.) It is very helpful for the interviewer as it gives a clear set of instruction & guideline, as a result, the findings are accurate and trustworthy. This technique is more appropriate to practice when the interviewee is available only once or many interviewees are to be sent to the field at once. This method is mostly used in qualitative research like household, such as a couple of interviews. Compared with structured type, this method is less objective and legally difficult to defend. Record of the interview can be kept as an audio file or written note so that interviewer will not forget later (Semi-Structured Interview 2019.)

TABLE 2. Similarities and differences between qualitative and quantitative research methods (Taylor 2005, 235-237.)

QUANTITATIVE	QUALITATIVE
a) The sample is collected from a large group.	a) The sample is collected from a small group or individual.
b) Literature review before the study began.	b) Literature review after the study end.
c) Cheaper per respondent.	c) Expensive per respondent.
d) Describes casual relations.	d) Describes casual relations.
e) Test theories.	e) Develop theories.
f) Provide numerical data.	f) Provide narrative data.
g) Structured and predetermined.	g) Unstructured and no predetermined.
h) Focus on quantity (how much, numbers).	h) Focus on quality (features).
i) Conclusive research methodology.	i) Exploratory research methodology.

Table 2 above shows the similarities and differences between quantitative and qualitative research method that are applied during the research process. Both methods are important depending on the finding and context. The author in this thesis has used the qualitative research method to get the result on a related topic.

6.3 Empirical Research

From the earliest starting point of this thesis plan, the author has determined to mention the experience and opinions of a successful leader in an organization. In this procedure, a very loyal and honest person who lead NEA in Nepal and made country load-shedding free Nation and still working to provide reliable and quality energy Mr. Kul Man Ghising is interviewed. Mr. Ghising's thoughts are included in the latter part of this thesis. This interview had helped the questioner by giving lots of information and concepts what ought to be done to be a successful leader.

This interview was taken as phone interview on 9th of June 2019 with Mr. Kul Man Ghising, who was in Nepal and support the interviewer having a busy schedule. He was very supportive and positive

towards my discussion and he answered all the questions in a very professional and detailed way. The questionnaire had categories to five themes in such a method that theme 1 was entirely about his personal and professional life. Secondly, questions were set to collect information regarding an organization where he works. Theme 3 deals with load-shedding. On the other hand, theme 4 makes clear about his leadership skills and decisions he made to lead the organization successfully till the date and lastly theme 5 gather his suggestions for the young generation to be a good leader. Regardless of these set questionnaires, the interviewer also asked some supportive questions where necessary and the interview was an achievement.

As per the planned questions, theme 1 was about personal and professional life about Mr. Kul Man himself. He started his career as an engineer in NEA back in 1985 and now it's about to be 3 years as a managing director of the organization, he is leading the organization successfully. He said that I feel happy being in this profession but starting my career as an MD the internal environment was not supportive. The previous management team was unhappy as I took the position of MD in NEA. From the school level, he thought, he will do something to his nation so, he decided to join government organization. He likes to define himself as a responsible and social person, love to interact with people and learn new things. Regarding professional life, he believes that he is doing great and get succeed. He said to the interviewer that he has many things to do in the coming future for the Nation and himself being in professional life. Most of his hours are spend on professional life. On the other hand, in personal life, Mr. Ghising mentions that he interacts with people and media. As a married person, he gives his rest of time to the family.

Theme 2 provides the researcher with detail information about the NEA and its actions and over-all information. The major role of the organization is to generation, transmission, and distribution of electricity in Nepal and help the government in decision making. Under the leadership of Mr. Ghising, NEA has 12000 employees currently involved in providing services. Nepal import electricity from India and planning to generate more power in the coming years and export to other nation. The current demand and supply of electricity in Nepal is balanced but in dry season water level goes down and makes the problem, though the team of him is working to solve every issue effectively. He agrees that NEA has not given reliable and quality electricity to the people, but the short-term and long-term plan are being made to provide a good power supply in the future. Remote billing, underground of naked wire, providing electricity to all population of Nepal. In long-term decreasing the carbon emissions by promoting the public to use an electric car, electric oven for cooking and many more.

Mr. Ghising is known as a hero within the public for making the country load-shedding free by managing and leading NEA in a proper way. Similar kind of questions is dealt with in theme 3 along with how Mr. Ghising succeed on it. Nepal faces the load-shedding for 10 years continuously every day. The group of people, who were rich used to use an inverter or solar energy and other means to fulfil the electricity demand. Interviewer, himself face this situation back in his country three years ago. Mr. Ghising said that it was painful for all of us to spend 6 to 18 hours of load-shedding every day. After he became a managing director of the organization, he solves the problem of unequal distribution of electricity. On those days, the limited industries were getting 24 hours of electricity by direct line or feeder and common people were living without electricity for 18 hours. He did well in the techno-managerial part of electricity on the management side. It was challenging for him to manage demand and supply of power in a balanced way. He claims that there is no any kind of load-shedding in the country but still someplace for a few minutes may not get electricity due to maintenance. NEA is working hard to supply energy for every people regularly. Mr. Ghising started an awareness campaign about loss reduction after he took the position which helps to decrease in load management and save energy. He thanks to the public and his sub-coordinates believing on him to make this possible.

The second last theme or theme 4 of the questionnaire was especially based on leadership and action or decision he took to reform the administrative mechanism. He added that a leader needs to be ethical, dedicated to the organization and make-believe to the sub-ordinated about your vision and target and take the ownership of work. To reform the organization, he made believe to his employee in an organization, started the public awareness campaign along with the chain of command to 12000 employees in the various hierarchy. A leader needs to govern himself and know the issue properly and give instruction properly. Motivating employee by various means of communication. He did not want to mention specific mentor by whom he got inspired but he added, he keeps correcting himself every time, evaluate and try to learn from his previous experience and never afraid with the challenge. Mr. Ghising said added where there is a challenge there is an opportunity too and leader needs to tackle those challenges. He took the decision to cut the dedicated feeder line from a few rich groups of people and industry, which had made the unequal distribution of electricity and generate power plant in full scale. The lower-level employee was also motivated after Mr. Ghising became head of NEA. He took the policy to make the right person at the right place at the right time. As a government organization, he can't hire and fire employee he needs to go through different socio-political and legal way and managing human resources is the challenge for him.

The final theme involves the suggestions from interviewee to the young generation, his plan after retirement and additional free opinion by himself. Working more than 26 years in NEA, Mr. Ghising lead the organization. He said that the young generation needs to be determined about their future and take ownership of their work. Anyone who wants to prove him or herself as a successful leader needs to show the result from the allocated resources and without result, no one believes on you. He will be working on the same field until he can work physically and mentally by direct and indirect means.

6.4   Comparative analysis of the Research

Based on the interview that interviewer had taken with Mr. Ghising and online resources regarding Nokia and its former CEO Mr. Elop, the below table 3 has been constructed. The below table put forward the comparison between the factors that influence the decision-making of two different leaders from two different organizations from different countries. Comparisons are done based on seven bases where the first base is the identity difference of two leaders.

TABLE 3. Comparison of NEA and Nokia.

Bases	Leader of NEA	Leader of Nokia
Identity	Mr. Kul Man Ghising, Managing director of NEA, Nepali. Nepal based company.	Mr. Stephen Elop, former CEO of Nokia, Candian. Finland based company.
Experience	Local based experienced worked as a government employee for many years.	Experienced in various positions both locally and internationally.
Team support	Less supportive team in the beginning but was able to make them co-operative later.	Highly supportive team in the beginning but was divided according to principle.
Human Resource Management	All rights regarding human resource were not granted.	Authorized to make decisions on the human resource factor.
Socio-political pressure	High pressure from society and political change.	Less or none political and social pressure.
Infrastructures	Lack of infrastructures.	Availability of advanced infrastructures.
Communication	Less possibility of internal and external communications.	Frequent communication between both insiders and outsider stakeholders.

In the above table, the second base of comparison is an experience. Mr. Elop has gathered a lot of experience. He is a Canadian national serving in various national and international organizations and field like Boston Chicken Inc, Juniper Networks, Microsoft, etc. Mr. Elop has more experience and expertise in the field of leadership than that of Mr. Ghising as he has served as a high post officer in all most all companies. While Mr. Kul Man Ghising has been serving in NEA being in various positions within the tenure of more than 20 years which make him able to understand the situation of employees serving in various posts that makes easier for him to make decisions regarding employees and matters.

The third base of the comparison between two leaders is team support. In this part, the author has found out that in the beginning when Mr. Ghising took charge of his position he had less support from his colleagues and co-workers. But later due to his transparent way of carrying out the operation and convincing capacity, he gathered votes from almost all the employees and form a strong team later. In contrary to him Mr. Elop even if having the full support from the employees, in the beginning, cannot make the reliable decision for the achievement in the long run which leads towards the loss of faith of employees towards him.

The fourth and fifth bases of comparison are human resource management and socio-political pressure respectively. In the context of Nepal and its political situation, selection of human resource and managing it is very difficult especially in the government sector. Direct and indirect political pressure is to be faced by the government officers while punishing and rewarding the employees who have a political background. Mr. Ghising had gone through the same situation but luckily, he got direct support from the Ministry of Energy and was able to win back the team belief. Mr. Elop being a CEO in a private organization has the full right of hiring and firing of employees.

The successful operation of an organization depends on the availability of the infrastructures. Being a developing country, Nepal has not yet been able to develop all sort of infrastructures of development. Due to this fact, it was very hard to carry out the new project for NEA to increase the production of electricity to meet the increasing demand. But in case of Nokia, it was very easy for the CEO to take the decision of launching of the new product and project as Finland is one of the developed European countries and known as the hub of information technology. So, it can easily be seen that Mr. Elop had many opportunities and ease in performing his tasks than that of Mr. Ghising.

A proper and uninterrupted flow of communication is the most important part of an efficient team and it is also the strength of a team leader. Mr. Elop was surrounded by all kind of means of communication from which he can easily contact his co-workers and subordinates to discuss the matters. In comparison to this, Mr. Ghising had inadequate means of communication and scattered subordinates making the communication process more time consuming and hard. Even in this situation, he managed to lead this massive team to success and prove himself as a good leader.

7 CONCLUSION

The main purpose of writing this thesis was to get to know the importance of good leadership in an organization. The word leadership made the author think twice about why some companies are successful and some others are not, now the finding made clear that a good person with good leadership capability makes a huge difference in any company. We are surrounded by different kind of people like who make things happen, some just look at what is happening, and some have no idea what is happening in the surrounding. The author gets to know that the leader is those who have the determination to do things, lead the group of people by supporting them. Managing the human resource is the main challenge in the current situation around the globe, each of us is with different in nature. The importance of leadership is everywhere, not only in organization or company but also in leading the nation, society, family, etc. The comparative analysis of two different companies provides lots of important ideas and information to the author to be a successful leader in the future.

The motives of every business organizations are to make a profit and achieve the targeted goal for this purpose they give responsibility to someone they believe. There are so many organizations in the world some get success in a short period of time, some in the long run but some end up to zero. The writer in the thesis compares two different organization. One was a successful company which later goes on the loss while another was in a very bad situation with loss later got succeed and this happens due to the leader who was leading the organization. A great leader utilizes scarce resources and gives optimum result to the company and achieve a targeted goal. The leader never gets afraid with challenge rather take those challenges as an opportunity to prove themselves.

The author went through lots of Ebook, books, and other professional sources to write detail information on the theory part. All the resources were important from the different writer which gave information regarding the needs and importance of the leadership in an organization. A different example of the leader, their success story and followers, and the failure of the leadership provide the author knowledge regarding decision making. Different types of leadership and approaches are applied in the various organization according to the needs, importance, and behaviour of the leader. The task performed by the leader and manager is different, a manager sets the targeted goal whereas the leader achieves those goals. The leadership does not come by birth rather it is developed by the person who has that willingness and eager to lead the mass of people and organization. Someone who loves to decide and always be positive towards achieving the target goal.

The empirical research and comparative analysis done in this thesis are crucial for the reader to get more information regarding leadership in organizations. This includes the interview with a successful leader from the government organization who is mentioned in this thesis on the successful leadership story along with unsuccessful story of a leader where information is collected from the different e-resources and internet. The phoning interview with the successful leader was very fruitful to the author to know different idea in decision making and leadership technique. It creates positive vibes in the author to be a good leader in the future. On the other part, a comparison between two leaders makes clear about the situation of the leader and their performance capability to lead the organization.

In a nutshell, it was very interesting and informative writing this thesis to the author though challenging too. The topic leadership is vast, the writer of this thesis got lots of material on the internet and printed books but difficult was to make the right choice of the resources. As the leadership topic has many subtopics which could be described and could write the whole thesis on those subtopics, so the problem was to conclude many things in brief. However, the author has tried his best to gather right and important information for the reader also this thesis inspire himself to be a successful leader in the future. All in all, to be a good leader who needs to communicate properly and make-believe to the team about the vision, plan, and target and be patient before making any kind of decisions with the appropriate action.

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INTERVIEW PLAN

THEME 1: Personal view

1. How would you introduce yourself in professional life? When and why you start your career from NEA?

2. How long it took you to be a Managing director? How you manage personal and professional life?

THEME 2: Company

1. What is the role of NEA in Nepal? When was this organization established?

2. How many employees are currently involved in NEA?

3. Did NEA import and export electricity from other country?

4. What is the current situation of demand and supply of electricity in Nepal?

5. What are the short and long-term plans of company to provide safe and sustainable energy?

THEME 3: Load-shedding

1. How long did Nepal face the load-shedding?

2. How many hours per day people of Nepal live without electricity?

3. What are the key facts to prove the claim of "end of load-shedding" by NEA?

4. What were the reason behind load-shedding?

5. How would you like to define those dark days?

THEME 4: Leadership

1. What strategies you took to reform the administrative mechanism?

2. As a successful leader, whom you put as your mentor?

3. What is the most valuable decision you made to get rid of load-shedding and make the company in profit?

4. How you communicate your message and idea to co-worker?

5. What quality one should possess to be a successful leader?

6. What is the biggest challenge for you?

THEME 5: Bonus Information

1. What would you like suggest to young generation, who follow you as a successful leader?

2. What will you do after retirement?

3. Anything you would like to mention, which is not included above, and you like to add?

THANK YOU FOR YOUR VALUABLE TIME AND INFORMATIVE VIEWS.