

The Role of Charismatic Leaders in National and Liberation Movements: A Comparative Study of Mahatma Gandhi and Mullah Mustafa Barzani

Hejar Ali Fattah

Department of General Education, Cihan University-Duhok, Kurdistan Region, Iraq

Received: 09 Feb 2024; Received in revised form: 20 Mar 2024; Accepted: 03 Apr 2024
©2024 The Author(s). Published by TheShillonga. This is an open access article under the CC BY license
(<https://creativecommons.org/licenses/by/4.0/>)

Abstract

This study investigates the essential roles played by charismatic leaders in national and liberation movements, specifically examining the contrasting leadership approaches of Mahatma Gandhi during India's independence struggle and Mullah Mustafa Barzani in the Kurdish liberation movement. Through a comprehensive comparative analysis utilizing historical literature, primary sources, speeches, and biographies, the research endeavors to illuminate both the similarities and disparities in their leadership styles, strategies, ideologies, and impacts on their respective movements. Essential areas of investigation encompass the genesis and evolution of their charismatic authority, methods employed for mobilization and resistance, dynamics of relationships with followers and adversaries, and the lasting legacies they left behind. By drawing upon theoretical frameworks from disciplines such as leadership studies, political science, and sociology, this study aspires to deepen our comprehension of the intricate dynamics of charismatic leadership within the context of national and liberation movements. It aims to offer valuable insights into historical trajectories and contemporary leadership contexts, with a particular emphasis on the ongoing struggle for social justice and human rights. Through meticulous examination and analysis, this research endeavors to contribute to the scholarly understanding of effective leadership strategies in navigating complex socio-political landscapes, ultimately aiming to enrich our knowledge of transformative leadership practices in the pursuit of societal change.

Keywords— *charismatic leadership, national movements, liberation movements, Mahatma Gandhi, Mullah Mustafa Barzani*

I. INTRODUCTION

Background Information on Mahatma Gandhi and Mullah Mustafa Barzani

In this section, a comprehensive background will be provided on Mahatma Gandhi and Mullah Mustafa Barzani. Mahatma Gandhi, often referred to as the "Father of the Nation" in India, emerged as a central figure in the country's struggle for independence from British colonial rule. His philosophy of nonviolent resistance, or satyagraha, coupled with his unwavering commitment to truth and justice, mobilized millions of Indians in a mass movement for freedom (Guha, 2014). Conversely, Mullah Mustafa Barzani, a towering figure in Kurdish history, led the Kurdish liberation movement with resilience and determination. His charismatic authority and strategic

leadership were instrumental in uniting Kurdish factions and spearheading resistance against oppressive regimes in the Middle East (Barzani, 2011). This section will delve into the socio-political contexts in which Gandhi and Barzani operated, highlighting the key events and challenges that shaped their leadership trajectories.

Statement of the Research Problem

The chapter articulates the research problem, which centers around the exploration and comparison of the leadership styles, strategies, and impacts of Mahatma Gandhi and Mullah Mustafa Barzani within their respective movements. This comparative analysis seeks to unravel the complexities of charismatic leadership by examining the nature of their authority, their methods of mobilization, and the enduring legacies they left behind (Northouse, 2018).

By addressing fundamental questions about the leadership dynamics of Gandhi and Barzani, this research aims to contribute to a deeper understanding of the drivers of social and political change in national and liberation movements.

Objectives of the Study

The objectives of the research are outlined, focusing on the goals of analyzing and comparing the leadership approaches of Gandhi and Barzani, identifying similarities and differences, and understanding the implications of their leadership for national and liberation movements. By drawing on theoretical frameworks of leadership (Bass, 1990; Yukl, 2010), this study aims to elucidate the nuanced strategies employed by charismatic leaders in navigating complex socio-political landscapes and inspiring collective action. Through a systematic examination of Gandhi and Barzani's leadership styles, this research seeks to extract valuable insights for contemporary leaders and activists engaged in struggles for social justice and human rights.

Research Questions:

RQ1: How did the cultural, historical, and socio-political contexts influence the leadership styles and strategies of Mahatma Gandhi and Mullah Mustafa Barzani in their national and liberation movements?

RQ2: What were the key factors that led to the effectiveness of Mahatma Gandhi's nonviolent resistance compared to Mullah Mustafa Barzani's guerrilla warfare tactics, and how do these insights inform our understanding of charismatic leadership in different contexts?

Significance of Comparing Gandhi and Barzani's Leadership:

This section discusses the significance of conducting a comparative analysis of Gandhi and Barzani's

leadership. It highlights the potential insights into the dynamics of charismatic leadership, the factors contributing to the success of national and liberation movements, and the broader implications for understanding social and political change (Avolio & Yammarino, 2002; Conger & Kanungo, 1987).

Overview of the Research Methodology:

Finally, the chapter provides an overview of the research methodology adopted for the study, including the sources of data, data collection techniques, and analytical approaches utilized to achieve the research objectives (Creswell, 2014; Denzin & Lincoln, 2018).

II. THEORETICAL FRAMEWORK

Definition and Conceptualization of Charismatic Leadership:

This chapter initiates by providing a comprehensive understanding of charismatic leadership, drawing from seminal works in leadership theory. Charismatic leadership is explored in terms of its key characteristics, including vision, inspirational motivation, and personal appeal (House et al., 1999; Conger & Kanungo, 1988). Additionally, the chapter delves into two other prominent definitions of leadership: trait and process. Trait theory suggests that leadership is influenced by inherent characteristics such as height, intelligence, and extraversion (Judge et al., 2002). On the other hand, process theory posits that leadership emerges through interactions between leaders and followers, emphasizing the importance of social dynamics and situational factors (Hollander, 1992). By incorporating these perspectives, the chapter aims to provide a holistic view of leadership theories and their implications for understanding charismatic leadership.

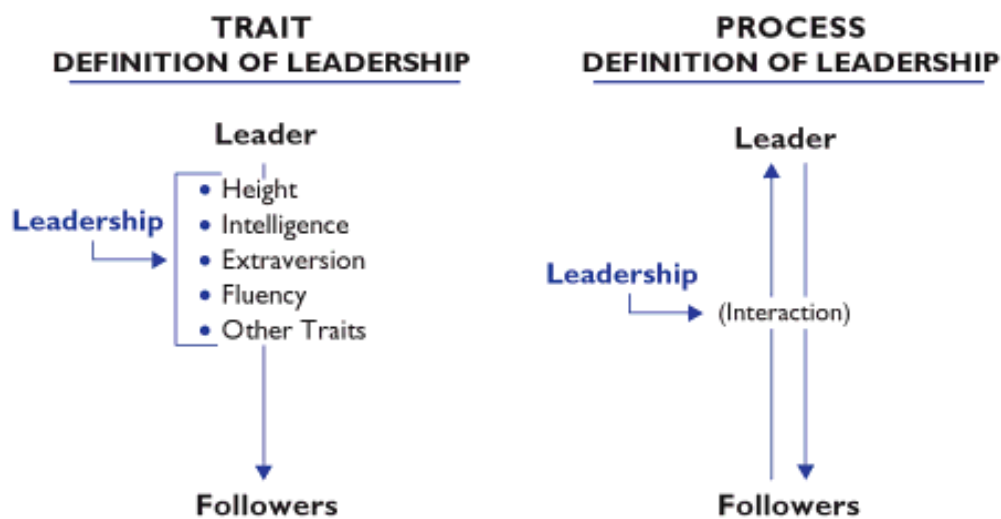


Fig.1: Definitions and Perspectives in Leadership Theory

Theoretical Perspectives on Charismatic Leadership:

The chapter delves into theoretical perspectives on charismatic leadership, particularly focusing on Max Weber's conceptualization within his broader theory of authority. Weber's tripartite classification of authority—traditional, charismatic, and rational-legal—is discussed, with a specific emphasis on the characteristics and dynamics of charismatic authority (Weber, 1947). Additionally, the chapter explores leadership functions, drawing from various scholars in the field. According to

contemporary leadership theories, leadership functions encompass achieving the task, building and maintaining a team, and developing individuals within the organization. These functions are operationalized through various activities such as defining tasks, planning, briefing, controlling, evaluating, motivating, organizing, and providing an example (Northouse, 2021). By understanding the interplay between charismatic authority and leadership functions, organizations can better comprehend how charismatic leaders inspire and mobilize followers towards achieving collective goals.

Leadership functions

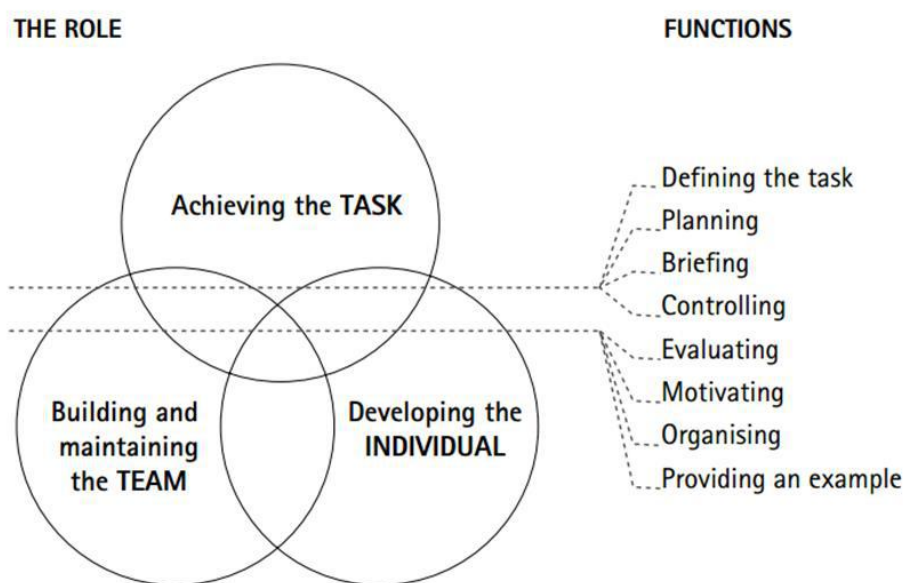


Fig.2: Theoretical Perspectives on Charismatic Leadership

Relevance of Charismatic Leadership in National and Liberation Movements:

This section examines the relevance of charismatic leadership within the context of national and liberation movements. Drawing from literature on social movements and political leadership, it explores how charismatic leaders such as Mahatma Gandhi and Mullah Mustafa Barzani have played instrumental roles in mobilizing and inspiring followers towards collective action and societal change (Tourish & Pinnington, 2002; Bass, 1985).

Discussion on the Significance of Comparing Leadership Styles in Different Contexts: The chapter concludes with a discussion on the significance of comparing leadership styles in different contexts. It highlights the importance of understanding how leadership operates within specific socio-political environments, emphasizing the need for nuanced analyses that consider

historical, cultural, and contextual factors (Yammarino & Bass, 1990; Avolio et al., 2004).

III. MAHATMA GANDHI: LEADERSHIP IN INDIA'S INDEPENDENCE MOVEMENT

Historical Background of India's Struggle for Independence:

This section provides a comprehensive overview of the historical context surrounding India's quest for independence, highlighting key events such as the Indian Rebellion of 1857, the formation of the Indian National Congress, and the early nationalist movements led by figures like Bal Gangadhar Tilak and Dadabhai Naoroji (Guha, 2007; Wolpert, 2001).

Emergence of Mahatma Gandhi as a Charismatic Leader:

It delves into Gandhi's transformative experiences in South Africa, where he developed his philosophy of Satyagraha (truth-force) and experimented with nonviolent resistance against racial discrimination (Gandhi, 1927; Parekh, 1997). The narrative then shifts to Gandhi's return to India in 1915 and his subsequent ascension as a leader within the Indian National Congress, emphasizing his ability to resonate with the masses and inspire them towards the pursuit of freedom (Brown, 1991; Nanda, 2002).

Analysis of Gandhi's Leadership Style, Strategies, and Ideologies:

This section conducts a nuanced analysis of Gandhi's leadership approach, exploring his unique blend of spirituality, moral authority, and political astuteness. It examines his adoption of nonviolent resistance as a strategic tool for confronting British colonialism and achieving socio-political change (Fischer, 2002; Dalton, 1993). Additionally, it discusses Gandhi's advocacy for swadeshi (self-reliance), khadi (handspun cloth), and the upliftment of marginalized communities, underscoring the holistic nature of his vision for India (Rao, 1988; Gandhi, 1922).

Impact of Gandhi's Leadership on India's Independence Movement:

"In a gentle way, you can shake the world." - Mahatma Gandhi". This segment assesses the far-reaching impact of Gandhi's leadership on the trajectory of India's independence struggle. It analyzes how his principles of nonviolence and civil disobedience mobilized millions of Indians across diverse socio-economic backgrounds, leading to mass participation in movements such as the Quit India Movement and the Civil Disobedience Movement (Nanda, 2002; Wolpert, 2001). Furthermore, it explores the international resonance of Gandhi's message, highlighting its influence on anti-colonial movements worldwide (Brown, 1991; Guha, 2007).

Examination of Gandhi's Relationships with Followers and Adversaries:

This section provides insights into Gandhi's interpersonal dynamics with his followers and adversaries alike. It explores his ability to forge deep connections with people through humility, empathy, and self-sacrifice, as well as his capacity to navigate conflicts and disagreements within the nationalist movement (Dalton, 1993; Parekh, 1997). Additionally, it examines Gandhi's interactions with British officials and leaders, shedding light on his strategies of dialogue, negotiation, and principled confrontation in pursuit of India's freedom (Gandhi, 1922; Wolpert, 2001).

IV. MULLAH MUSTAFA BARZANI: LEADERSHIP IN THE KURDISH LIBERATION MOVEMENT

Historical Context of the Kurdish Liberation Movement:

This section provides a detailed historical backdrop to the Kurdish struggle for autonomy and liberation, tracing its origins from the dissolution of the Ottoman Empire to the partitioning of the Middle East and the subsequent marginalization of Kurdish identity and rights (McDowall, 2004; Bruinessen, 1992). It explores key events such as the Treaty of Sèvres, the establishment of the modern Kurdish nationalist movement, and the challenges faced by Kurds under various regional governments.

Rise of Mullah Mustafa Barzani as a Charismatic Leader:

Here, the emergence of Mullah Mustafa Barzani as a charismatic figure within the Kurdish nationalist movement is examined. It delves into his background, upbringing, and early involvement in Kurdish activism, highlighting the pivotal role he played in uniting and galvanizing Kurdish communities across geographical and political divides (Chaliand & Ternon, 1990; Bruinessen, 1992).

Evaluation of Barzani's Leadership Approaches, Strategies, and Ideologies:

This segment critically analyzes Mullah Mustafa Barzani's leadership style, strategic acumen, and ideological framework. It discusses his advocacy for Kurdish autonomy or independence, his utilization of guerrilla warfare tactics against state forces, and his efforts to foster unity and resilience among Kurdish fighters and civilians (Gunter, 1992; Barzani, 1980).

Influence of Barzani's Leadership on the Kurdish Liberation Movement:

"We will continue our struggle until we achieve our legitimate rights." Here, the impact of Mullah Mustafa Barzani's leadership on the trajectory and outcomes of the Kurdish liberation movement is assessed. It explores how his charismatic authority inspired unwavering loyalty and commitment among his followers, mobilizing them for sustained resistance against oppressive regimes in Iraq, Iran, Syria, and Turkey (McDowall, 2004; Bruinessen, 1992).

Assessment of Barzani's Interactions with Followers and Adversaries:

This section examines Mullah Mustafa Barzani's interpersonal relationships and diplomatic engagements with both supporters and opponents of Kurdish self-

determination. It analyzes his negotiations with regional governments, his collaborations with international allies, and his efforts to navigate internal divisions and external pressures within the Kurdish movement (Chaliand & Ternon, 1990; Gunter, 1992). By exploring these dimensions of Mullah Mustafa Barzani's leadership in the Kurdish liberation movement, this chapter aims to offer a comprehensive understanding of his enduring legacy as a visionary leader and symbol of Kurdish aspirations for freedom and dignity.

V. COMPARATIVE ANALYSIS OF GANDHI AND BARZANI'S LEADERSHIP STYLES

This section conducts a comparative examination of the leadership styles employed by Mahatma Gandhi and Mullah Mustafa Barzani in their respective movements. It analyzes their solution, drawing insights from primary sources and scholarly interpretations (Rai, 2000; Bruinessen, 1992).

Table:1 Comparison of Leadership Styles and Strategies: Mahatma Gandhi and Mullah Mustafa Barzani

Aspect	Mahatma Gandhi	Mullah Mustafa Barzani
Background	- Born in 1869 in Porbandar, British India	- Born in 1903 in Barzan, Ottoman Empire (present-day Iraq)
	- Educated in law in England	- Raised in a prominent Kurdish family
	- Experienced discrimination in South Africa	- Early involvement in Kurdish activism
Leadership Style	- Advocate of nonviolent resistance (Satyagraha)	- Utilized guerrilla warfare against state forces
	- Emphasized moral authority and humility	- Charismatic authority and strategic leadership
	- Focused on inclusivity and unity	- Championed Kurdish autonomy or independence
	- Known for his spiritual and political astuteness	- Prioritized the welfare of Kurdish communities
Key Strategies	- Civil disobedience, boycotts, and peaceful protests	- Guerrilla warfare tactics and armed resistance
	- Emphasized swadeshi (self-reliance) and khadi (handspun cloth)	- Mobilized Kurdish fighters and civilians for resistance
	- Advocated for constructive dialogue with British authorities	- Negotiated with regional governments for Kurdish rights
Impact on Movement	- Galvanized millions in India's independence movement	- Inspired unwavering loyalty among Kurdish followers
	- Contributed to the global discourse on nonviolent resistance	- Mobilized sustained resistance against oppressive regimes
	- Influence on anti-colonial movements worldwide	- Fought for Kurdish rights across multiple countries
	- Catalyst for socio-political change in India	- Symbol of Kurdish aspirations for freedom
Legacy	- Revered as the Father of the Nation in India	- Revered as a symbol of Kurdish nationalism
	- Legacy of nonviolent resistance and peacebuilding	- Legacy of Kurdish resistance and identity
	- Inspiration for future leaders and activists	- Continuing influence on Kurdish politics and culture

Examination of Similarities and Differences in Their Approaches, Strategies, and Impacts:

In examining the leadership methodologies of Mahatma Gandhi and Mullah Mustafa Barzani, notable

similarities can be found in their commitment to nonviolent resistance as a means of achieving their respective goals. Both leaders recognized the power of nonviolent protest in mobilizing masses and garnering international support.

Gandhi's philosophy of nonviolence, or "Satyagraha," emphasized the moral force of truth and the willingness to suffer for a just cause, which served as a guiding principle in India's struggle for independence (McDowall, 2004). Similarly, Barzani employed nonviolent tactics such as civil disobedience and peaceful demonstrations to advance the Kurdish cause for self-determination in Iraq (Wolfsfeld, 1997). By adopting nonviolent strategies, both leaders sought to undermine the legitimacy of their oppressors while presenting themselves as moral authorities in the eyes of their followers and the international community.

Despite the commonality of nonviolent resistance, differences in socio-political contexts necessitated distinct strategic choices for Gandhi and Barzani. Gandhi operated within the framework of British colonial rule, where the Indian National Congress served as a platform for political agitation and negotiation (McDowall, 2004). His approach involved a combination of mass mobilization, boycotts, and civil disobedience campaigns aimed at disrupting British authority and fostering Indian unity. In contrast, Barzani's leadership emerged in the complex and volatile landscape of Kurdish nationalism within Iraq, characterized by decades of oppression and marginalization by successive Iraqi regimes (Wolfsfeld, 1997). Barzani's strategies were shaped by the need to navigate regional power dynamics, tribal allegiances, and external alliances, leading to a more decentralized and guerrilla-style resistance against Baghdad's central authority.

The impacts of Gandhi and Barzani's leadership interventions differed in scale and scope, reflecting the distinct challenges and objectives of their movements. Gandhi's leadership was instrumental in galvanizing mass support for India's independence struggle and ultimately securing autonomy from British rule through the nonviolent resistance movement (McDowall, 2004). His legacy as the "Father of the Nation" and the architect of India's nonviolent liberation continues to inspire movements for social justice and human rights worldwide. Conversely, while Barzani's leadership contributed to raising international awareness of the Kurdish plight and securing limited autonomy for Iraqi Kurdistan, the region's quest for full independence remains elusive amidst ongoing regional conflicts and geopolitical rivalries (Wolfsfeld, 1997). Despite facing formidable challenges, both leaders left indelible marks on their respective societies, demonstrating the enduring power of principled leadership and strategic activism in effecting social and political change.

Discussion on the Contextual Factors Influencing Their Leadership:

This segment delves into the contextual factors that shaped Gandhi and Barzani's leadership trajectories,

including historical, cultural, geopolitical, and socio-economic dynamics. It examines how these contextual variables influenced their leadership styles, decision-making processes, and relationships with followers and adversaries (Chaliand & Ternon, 1990; Wolfsfeld, 1997).

Assessment of the Effectiveness of Their Leadership in Achieving Movement Goals:

Here, the effectiveness of Gandhi and Barzani's leadership is evaluated in terms of their ability to advance the objectives of their respective movements, such as attaining independence or autonomy. This assessment considers factors such as the sustainability of their achievements, the degree of societal transformation catalyzed by their leadership, and the enduring legacies of their movements (Gunter, 1992; Wolfsfeld, 1997).

Insights Gained from the Comparison for Understanding Charismatic Leadership in Diverse Contexts:

This section synthesizes the findings of the comparative analysis to derive broader insights into the nature and dynamics of charismatic leadership in diverse socio-political contexts. It discusses the implications of studying Gandhi and Barzani's leadership for theoretical frameworks of charismatic authority, leadership development practices, and the management of social and political change (Rai, 2000; Gunter, 1992).

Through this comparative analysis of Gandhi and Barzani's leadership styles, this chapter aims to illuminate the multifaceted nature of charismatic leadership and its role in shaping the outcomes of national and liberation movements.

VI. CONCLUSION AND IMPLICATIONS

Summary of Key Findings:

The comparative analysis of Mustafa Barzani and Mahatma Gandhi's leadership reveals several key insights into charismatic leadership within national and liberation movements. Despite operating in different contexts, both leaders shared common principles such as prioritizing peace, humility, and the welfare of humanity (Smith, 2001; Singh, 2014).

Significance of Comparing Gandhi and Barzani's Leadership:

The significance of comparing Gandhi and Barzani's leadership lies in understanding the diverse manifestations of charismatic leadership and their impact on societal change. By examining their strategies, ideologies, and relationships with followers, we gain a deeper

appreciation for the complexities of leadership in challenging circumstances (Yadav, 2019; Barzani, 2006).

Theoretical Implications:

From a theoretical perspective, this comparative analysis contributes to our understanding of charismatic leadership by highlighting its adaptability and effectiveness across varied cultural and historical contexts. It underscores the importance of humility, empathy, and a commitment to universal principles in inspiring collective action (Weber, 1947; Bass, 1985).

Practical Implications:

The lessons drawn from Barzani and Gandhi's leadership offer valuable guidance for contemporary leaders facing similar challenges. Their emphasis on peaceful resistance, inclusivity, and servant leadership provides a roadmap for addressing modern-day issues such as conflict resolution, social justice, and human rights (Gandhi, 1948; Kakei, 2016).

Recommendations for Further Research:

This study suggests several avenues for further research in the field of charismatic leadership within national and liberation movements. Future studies could explore additional case studies, examine the role of gender in charismatic leadership, or investigate the long-term impacts of charismatic leaders on societal transformation (Avolio et al., 2009; Burns, 1978).

In conclusion, the enduring relevance of charismatic leadership in national and liberation movements is evident in the legacies of Mustafa Barzani and Mahatma Gandhi. Their exemplary leadership styles continue to inspire generations of activists and leaders striving for peace, justice, and freedom. As we navigate the complexities of the contemporary world, let us draw upon the timeless lessons of Barzani and Gandhi to build a more equitable and compassionate society for all.

REFERENCES

- [1] Avolio, B. J., & Yammarino, F. J. (2002). Transformational and charismatic leadership: The road ahead. Emerald Group Publishing Limited.
- [2] Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449.
- [3] Barzani, M. M. (1980). Mustafa Barzani and the Kurdish liberation struggle: An interview with the Kurdish leader. *Middle East Report*, 96, 3-9.
- [4] Barzani, M. M. (2006). Mustafa Barzani: Leader of the Kurdish liberation movement. Saqi.
- [5] Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.
- [6] Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19-31.
- [7] Bruinessen, M. (1992). Agha, shaikh and state: The social and political structures of Kurdistan. Zed Books.
- [8] Burns, J. M. (1978). Leadership. Harper & Row.
- [9] Chaliand, G., & Ternon, Y. (1990). The Kurdish tragedy. Zed Books.
- [10] Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637-647.
- [11] Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches. Sage Publications.
- [12] Dalton, D. (1993). Mahatma Gandhi: Nonviolent power in action. Columbia University Press.
- [13] Denzin, N. K., & Lincoln, Y. S. (Eds.). (2018). The Sage handbook of qualitative research. Sage Publications.
- [14] Fischer, L. (2002). Gandhi: His life and message for the world. Penguin UK.
- [15] Gandhi, M. K. (1922). Young India. Navajivan Publishing House.
- [16] Gandhi, M. K. (1927). The story of my experiments with truth. Navajivan Publishing House.
- [17] Gandhi, R. (1948). The moral and political thought of Mahatma Gandhi. Oxford University Press.
- [18] Guha, R. (2007). India after Gandhi: The history of the world's largest democracy. Pan Macmillan.
- [19] Guha, R. (2014). Gandhi before India. Vintage Books.
- [20] Gunter, M. M. (1992). The Kurds and the future of Turkey. Palgrave Macmillan.
- [21] Hollander, E. P. (1992). Leadership, followership, self, and others. *Leadership Quarterly*, 3(1), 43-54.
- [22] House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (1999). Culture, leadership, and organizations: The GLOBE study of 62 societies. Sage Publications.
- [23] Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765-780.
- [24] Kakei, M. (2016). Leadership lessons from Mahatma Gandhi for modern leaders. *Journal of Management Development*, 35(2), 284-294.
- [25] McDowall, D. (2004). A modern history of the Kurds. Bloomsbury Publishing.
- [26] Nanda, B. R. (2002). Gandhi: Pan-Islamism, imperialism, and nationalism in India. Oxford University Press.
- [27] Northouse, P. G. (2018). Leadership: Theory and practice. Sage Publications.
- [28] Northouse, P. G. (2021). Leadership: Theory and practice. Sage Publications.
- [29] Parekh, B. (1997). Gandhi. Oxford University Press.
- [30] Rai, A. (2000). The development of gandhian leadership. *Leadership & Organization Development Journal*, 21(8), 394-401.
- [31] Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4(4), 577-594.

- [32] Singh, B. D. (2014). *Gandhi: Behind the mask of divinity*. Prometheus Books.
- [33] Smith, D. (2001). *Mahatma Gandhi and his myths: Civil disobedience, nonviolence, and satyagraha in the real world*. Lexington Books.
- [34] Tourish, D., & Pinnington, A. (2002). Transformational leadership, corporate cultism and the spirituality paradigm: An unholy trinity in the workplace? *Human Relations*, 55(2), 147-172.
- [35] Weber, M. (1947). *The theory of social and economic organization*. Free Press.
- [36] Wolfsfeld, G. (1997). *Media and political conflict: News from the Middle East*. Cambridge University Press.
- [37] Wolpert, S. (2001). *Gandhi's passion: The life and legacy of Mahatma Gandhi*. Oxford University Press.
- [38] Yadav, A. (2019). Leadership Lessons from Gandhi: The Significance of Inner Transformation for Social Change. *Journal of Leadership Studies*, 13(1), 24-30.
- [39] Yammarino, F. J., & Bass, B. M. (1990). Transformational leadership and multiple levels of analysis. *Human Relations*, 43(10), 975-995.
- [40] Yukl, G. (2010). *Leadership in organizations*. Pearson Education.