

# Positive Leadership : Qualitative Leadership Research Using Deductive Pattern Matching Approach

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## Abstract

As the business environment has become more complex, the need for a positive leader has emerged. The present research attempted to study positive leadership using review and qualitative methods. The study focused on exploring the dimensions of positive leadership through a systematic review of literature. Additionally, we employed a case study method to map Ratan Tata's leadership traits with a positive leader using deductive thematic analysis and pattern matching approach supported by word cloud and sentiment analysis. Twenty-nine interviews and speeches from 1994 to 2020 were transcribed and coded in NVivo to frame Word query. Also, sentiment analysis on tweets connected with #Ratan Tata was collected and exported using NCapture in QSR NVivo software. This study provided explicit dimensions of positive leadership and qualitatively confirmed Ratan Tata as a positive leader using a pattern-matching approach. This was supported by word cloud and sentiment analysis. The results unfolded the dimensions of positive leaders for future researchers to explore empirically. It can also provide guidelines to practitioners for designing a training module for budding entrepreneurs and leaders to navigate through challenging times.

**Keywords :** Positive leadership, systematic literature review, deductive qualitative analysis, pattern matching, case study research

**JEL Classification Codes :** D23, M12, M10

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Leadership is one of social science's most observed phenomena (Acton et al., 2019; Day & Antonakik, 2012). In the current expeditious digital economy, leaders need to craft a positive work culture for their teams (Chakraborty et al., 2019; Cortellazzo et al., 2019; Yadav et al., 2019). With the emergence of positive psychology and positive organizational scholarship, positive leadership has attracted attention from scholars. However, positive leadership literature is widely dispersed and has been rarely discussed as a sole construct in itself, barring a few exceptions (Kelloway et al., 2013). Most often, the attention received is indirect mention, explaining what counts as a positive leader's behavior (Ritzenhöfer et al., 2019). Scholars have often mapped positive leadership traits from real-world leaders like Alan Mulally, former CEO of the Ford Motor

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Company (Kaipa & Kriger, 2010), and Benjamin Montgomery, the first African - American plantation owner in the post-Civil War U.S. (Walsh et al., 2018).

Nevertheless, no such study has been done in the Indian context. Although scholars have attempted to study various leadership styles using qualitative research (Söderhjelm et al., 2018; Wallis et al., 2011), most of them have adopted an inductive approach. This approach has its limitations as it does not include developing a systematic body of knowledge of behavioral and social processes at work. However, in line with the current trend, the study employs qualitative deductive research to utilize a literature review for deriving theoretical propositions, thereby informing the data collection process (Pearse, 2019). Ratan Tata has been called a visionary leader with a positive intent (Babu, 2017). He has acquired a national and global standing by demonstrating stellar leadership in his two-decade of tenure as Chairman of Tata Sons from 1991 to 2012. Often, leadership literature has been criticized for camouflaging lofty leadership traits far from practical applicability (Alvesson, 2020). The study intends to approach the problem from a more practical perspective by deducing the positive leadership trait of a real-life leader.

Bridging the gap between practitioner knowledge and theoretical knowledge of positive leadership, the paper highlights the characteristic dimensions of a positive leader through a strenuous systematic review of literature. It is supported via qualitatively mapping the leadership traits of Ratan Tata as a positive leader using deductive thematic analysis and pattern matching approach. Overall, the study intends to fulfill the following research objectives:

- **Objective 1 :** To explore the dimensions of positive leadership with a systematic review of literature.
- **Objective 2 :** To analyze the journey of Ratan Tata as Chairman of Tata Sons through the lens of a positive leader by using deductive thematic analysis and pattern matching approach.
- **Objective 3 :** To examine public sentiments about Ratan Tata as a business leader.

The study contributes to the area of positive leadership by bringing out the dimension of a positive leader via a strenuous systematic literature review backed by qualitative analysis. It provides practical implications for practitioners in designing a training module for budding entrepreneurs and leaders to adopt a positive leadership style for exceptional performance based on the case study of Ratan Tata, a successful business leader.

## Methodology

The study utilizes the combined application of two deductive analytical approaches appropriate for case study research design (Hyde, 2000; Yin, 2014), namely deductive thematic analysis and pattern matching. The deductive version of thematic analysis uses theory for informed analysis (Pearse, 2019).

In Phase I for deductive thematic analysis, a systematic review of literature on positive leadership is conducted using the PRISMA technique (Moher et al., 2009). This systematic literature review forms the conceptual framework for the study from which the propositions that are intended to be researched are identified. A preliminary codebook is generated based on the literature review that helped us to code the raw data.

In Phase II, a case overview of Ratan Tata is presented. The Indo-American Chamber of Commerce (IACC) has recently presented him with the lifetime achievement award as part of its global leadership awards 2020. Ratan Tata is also known as a visionary leader with positive intent (Babu, 2017) and hence deemed suitable to be studied as a positive leader. For the purpose of the study, 21 interviews and eight speeches of Ratan Tata were collected in both audio and print format from 1994 to 2020, owing to his recognition as Chairman of Tata Sons, a position he held since 1991. The interviews are available online either as audio or video in various business magazines,

newspaper research articles, and YouTube. All authors were involved in working back and forth between the themes and the database. The transcribed data were imported into QSR NVivo software. The data were coded using the codebook generated in Phase I. Consistent with other qualitative research in leadership (Murphy & Ensher, 2008) to map the complete personality of Ratan Tata as a positive leader, we followed the pattern matching approach. It involves identifying the patterns in data and subsequently comparing them against patterns that are proposed in the literature.

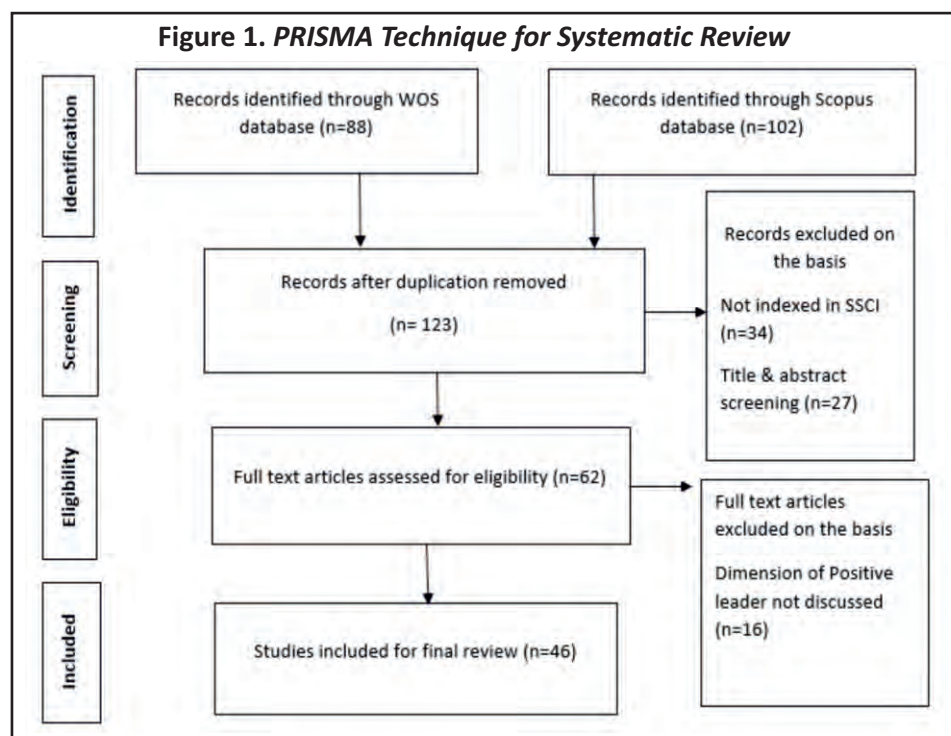
The word query was performed in N Vivo using a stemmed approach with a filter of a minimum of three words to obtain a word cloud.

In Phase III, sentiment analysis is conducted for 360-degree perceptual mapping of the personality of Ratan Tata. Perceptual mapping utilizes public input to understand the person from the people's perspective. Tweets of #Ratan Tata were extracted via NCapture on June 21, 2021, to find his social standing as a business leader. These tweets were analyzed by the "Autocode" approach in the NVivo software using the option "to identify sentiment" based on texts revealed in the tweets. The sentiment analysis characterized the positive, negative, neutral, and mixed sentiments towards Ratan Tata.

## Conceptual Framework

Conducting a thorough literature review culminates the process of developing a conceptual framework for the study; it helps in deciding the most important variables, thereby guiding what information should be collected and analyzed.

Our study conducted a rigorous systematic review of literature on positive leadership using the PRISMA (Preferred reporting items for systematic reviews and meta-analyses) technique. The PRISMA diagram in Figure 1 shows the systematic process adopted to select the papers for the review. Two database search engines, namely Web of Science (WOS) and Scopus, were followed (Piccarozzi et al., 2018). Our initial search listed 88



and 102 records from WOS and Scopus, respectively. After removing duplicate records from both sources, we had a total of 123 records. After the first round of shortlisting on the basis of journals not indexed in SSCI and title and abstract screening, 61 records were further excluded. In the second round of shortlisting, 16 records were further excluded on the basis of a lack of discussion on dimensions of positive leaders after accessing the records for full-text eligibility. Finally, 46 records were selected for the purpose of the present review.

## **Analysis and Results**

### ***Positive Leadership***

Positive leadership has not been defined as a holistic and fine-grained construct, but there have always been talks about positive leader behavior (Crewe & Girardi, 2020 ; Söderhjelm et al., 2018). Though consistent with other leadership dimensions in general, it differs in its emphasis on positive deviance (James et al., 2011), elevating exceptional developmental potential and capabilities (Youssef-Morgan et al., 2013). Morgan and Luthans (as cited in Youssef-Morgan et al., 2013) defined positive leadership as :

The systematic and integrated manifestation of leadership traits, processes, intentional behaviours and performance outcomes that are elevating, exceptional and affirmative of the strengths, capabilities and developmental potential of leaders, their followers, and their organizations over time and across contexts. (p. 201)

Positivity has always been in the periphery of various leadership styles but has never been its core defining element. Scholarly work has highlighted that positive leadership literature is fragmented and missing a more practical and theoretically rooted explanation (Alvesson & Einola, 2019). Majorly, the leadership literature has portrayed a heroic picture of the leader, widely neglecting the relational aspect adding to merely another attractive sounding style without rigorous academic backing (Alvesson & Einola, 2019). It is believed that a positive leader helps to mitigate the challenges of globalization by turning them into opportunities for leveraging the diversity of the global context (Youssef - Morgan & Luthans, 2013). Overall, promoting a positive work culture (Ilies et al., 2013) increases employee well-being (Adams et al., 2020; Biswas & Chakraborty, 2019; Kelloway et al., 2013), aids crisis management (James et al., 2011), promotes exemplary performance (Crewe & Girardi, 2020), empowers employees (Meyer et al., 2019), and even achieving 'Everest' goals (Schimschal & Lomas, 2019).

### ***Dimensions of Positive Leadership***

Positive leadership goes beyond the established leadership theories, focusing on abundance gaps as the difference between normal and exceptional performance (Cameron, 2011). Empowering others is a part of positive leadership. It involves following a participative decision making, promoting autonomous decision making (Smallfield et al., 2020), and improving the developmental potential (Swain & Korenman, 2018) of followers. Such a leader facilitates belongingness (Crewe & Girardi, 2020; Ramaprasad et al., 2017) and appreciates the work done by team members, thereby resulting in a positive outcome like enhanced performance, citizenship behavior, and creativity both at the individual and team level (Lee et al., 2017; Liu et al., 2013). According to the social information theory (Liu et al., 2013), a leader's behavior is prompted by the cognitive cues that one observes about the target's emotions. A leader's emotional expression forms a piece of very crucial information perceived by the followers (Ritzenhöfer et al., 2019). Emotionally expressive leaders foster followers' attachment to the organization by understanding their needs and helping them heal emotionally (Hoch et al., 2018).

Gratitude displayed by the leaders has been tested for their impact on the outcomes concerned for the leader as well as the organization (Ritzenhöfer et al., 2019). Followers may deduce leaders' orientation to others from the expression of gratitude (Rudolph & Tscharaktschiew, 2014). The "emotions as social information" model speculates that leaders' expression of emotions as information to the observers signals social cues about the current situation as well as the personality of the leader (Van Kleef et al., 2012). The expression of gratitude by the leaders conveys that they have recognized and value the contribution made by others, de-emphasizing their personal contribution (Ritzenhöfer et al., 2019).

The followers often look up to their leader in any situation and admire them. Such inference helps them form a judgment regarding the leader's personality (Hareli & Hess, 2012; Van Kleef, 2014). A leader's positive outlook (Adams et al., 2020; Van Der Walt & Coller - Peter, 2020) and positive attitude toward change (Luthans & Youssef - Morgan, 2017; Marmenout, 2011) reflect realistic positivism that help a leader to navigate the organization during difficult times (Table 1).

The social cognitive theory speculates that people often try to match the behavior of their role model by both observing or interacting with the leader (Bandura, 1986). The ability to declutter the situation and balanced

**Table 1. Dimension Table of Positive Leadership**

Dimension/ Author	Smallfield et al. (2020)	Cho et al. (2017)	Alvesson & Einola (2019)	Youssef-Morgan & Luthans (2013)	Avey et al. (2011)	Marmenout (2011)	Mills et al. (2013)	Searle & Barbuto (2013)	Dawson et al. (2014)	Kiersh & Byrne (2015)	Luthans & Youssef-Morgan (2017)	Hoch et al. (2018)	Labrague (2020)	Alvesson (2020)	Van Der Walt & Coller - Peter (2020)	Meyer et al. (2019)	Swain & Korenman (2018)	Cameron (2011)	Wu & Lee (2017)	Cameron & Plews (2012)	Cameron (2008)	Cameron et al. (2017)	Seppälä & Cameron (2015)
Team Empowerment	✓			✓	✓		✓	✓	✓		✓		✓			✓	✓	✓	✓	✓			✓
Realistic Positivism						✓	✓	✓			✓				✓		✓	✓		✓	✓	✓	
Informational Transparency																✓		✓	✓				
Stewardship			✓			✓	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓				✓
Emotional Expression		✓	✓					✓		✓		✓		✓			✓	✓		✓			✓
Cognitive Ability			✓	✓				✓		✓	✓	✓		✓			✓						
Altruistic Calling								✓				✓	✓				✓						
Forgiveness															✓			✓			✓	✓	✓
Gratitude	✓															✓		✓				✓	
Simplism		✓					✓		✓	✓	✓		✓										



information processing (Alvesson, 2020; Hoch et al., 2018; Van Der Walt & Coller - Peter, 2020) shows the act of simplism. When dealing with crises situation, such decision-making becomes skills that become important in building trust among the followers. Researchers have also examined the positive leadership style of an ethical leader. Such a leader sets a fair benchmark for employees concerning the behavior–outcome expectation (Kiersch & Byrne, 2015). The fairness of the ethical leader plays a lead role in forming a positive perception of employees and contributing toward more civil behavior by transparency in information sharing (Walsh et al., 2018). A distinctive feature like forgiveness (Cameron et al., 2017; Seppälä & Cameron, 2015), stewardship (Alvesson, 2020; Smallfield et al., 2020; Youssef-Morgan & Luthans, 2013), and altruistic calling (Hoch et al., 2018; Swain & Korenman, 2018) echo the desire to positively influence others through one's behavior, thought process, and conscious choice. Institutionalizing forgiveness is also discussed as a distinguishing characteristic of a positive leader. It is expected that promoting forgiveness helps overcome resentment, reduces pessimism, promotes resilience, and also displays leader empathy and care (Cameron, 2011; Meyer et al., 2019). Positive leaders who embrace service to others and are even willing to make sacrifices for the development of their team members are driven by altruistic calling. It is anticipated to foster positive behaviors at the individual, team, organizational, and societal levels (Jaiswal & Dhar, 2017; Prabhu et al., 2019). For leading the team in challenging times, organizational stewardship plays an important role. Positive leaders have the ability to prepare their organizations to make a positive contribution to the community and society. Such leaders promote lateral thinking and encourage the team to have a plan by conceptualizing future possibilities (Hoch et al., 2018). No discussion of leadership is complete without the personal assessment of the leader. Hence, understanding self (Kiersch & Byrne, 2015), creative thinking, and learning orientation (Luthans & Youssef - Morgan, 2017) are some of the skills that a positive leader possesses. These cognitive skills, however, are not simply material knowledge and recall but depend on people's capability to work with this knowledge.

Based on the conceptual framework developed from the systematic literature review, a preliminary codebook is generated (Table 2), followed by the propositions developed to support the research problem.

✎ **Proposition 1** : A leader who promotes team empowerment is more likely to be a positive leader.

✎ **Proposition 2** : A leader who displays realistic positivism is more likely to be a positive leader.

✎ **Proposition 3** : A leader who promotes informational transparency is more likely to be a positive leader.

**Table 2. Code Book**

S.No.	Codes	Meaning
1	Team Empowerment	Improving developmental potential, facilitating autonomous decision making, appreciative behavior
2	Realistic Positivism	Positive outlook, positive for a change
3	Informational Transparency	Sharing information, asking for opinions, fairness of a leader
4	Stewardship	Persuasive mapping, creating meaningful work
5	Emotional Expression	Emotional healing
6	Cognitive Ability	Creative, learning orientation, self-aware
7	Altruistic Calling	Service before self-interest
8	Forgiveness	Constructively dealing with failure, reducing pessimism
9	Gratitude	Value the contribution made by others, readiness to show appreciation
10	Simplism	Balanced information processing, ability to declutter the situation

- ✍ **Proposition 4** : A leader who displays stewardship is more likely to be a positive leader.
- ✍ **Proposition 5** : A leader who displays emotional expression is more likely to be a positive leader.
- ✍ **Proposition 6** : A leader who possesses cognitive ability is more likely to be a positive leader.
- ✍ **Proposition 7** : A leader who has altruistic calling is more likely to be a positive leader.
- ✍ **Proposition 8** : A leader who promotes forgiveness is more likely to be a positive leader.
- ✍ **Proposition 9** : A leader who expresses gratitude is more likely to be a positive leader.
- ✍ **Proposition 10** : A leader who follows simplism is more likely to be a positive leader.

The above propositions are studied in the context of Ratan Tata, who was selected as a case study for positive leadership. A brief overview of Ratan Tata's leadership journey as Chairman of Tata Sons is discussed below, followed by a qualitative analysis using the pattern matching approach (Pearse, 2019).

### ***Ratan Tata : A Case Study for Positive Leadership***

Ratan Tata's journey of being a leader started in 1991 at the age of 53 when JRD Tata handed him the responsibility for Tata Sons. He mentioned that his capability as chairman was suspected due to his undistinguished track record. But 75-year-old Ratan Tata has changed the face of Tata brands as innovative, vibrant, and trustworthy. The group's performance under him is impressive in terms of growth (Table 3). He has acquired a national and global standing by demonstrating stellar leadership in his two decades of tenure. When Ratan took over as Chairman of the TATA group, it was a giant and reputed group, but it wasn't economically as strong as today. With some bold decisions, he has not only fostered the Tata DNA, but redesigned it for the new age. He steered the conglomerate towards global expansion to attain a global standing for the Tata brand. The case study highlights his illustrious business career steering India's largest conglomerate.

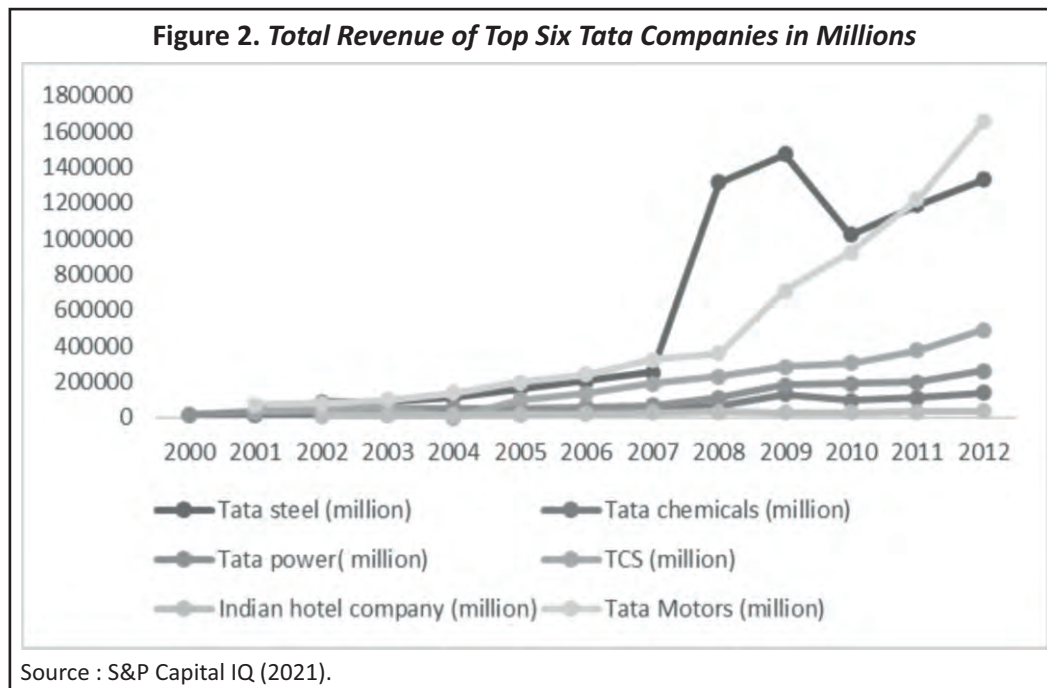
Tata Group comprises of over 100 operating companies in seven business sectors and is one of the oldest and most eminent business groups in India operating in varied sectors, namely communications and information technology, engineering, services, energy, materials, chemicals, and consumer products. It was only under the guidance of Ratan Tata that some of the major global acquisitions of Tata Group companies, including Tata Tea – Tetley (2000), Tata Steel – Corus (2007), and Tata Motors – Jaguar and Land Rover (2008) took place, which put the Group on the global map.

Under the leadership of Ratan Tata, the group underwent significant organizational phases like rationalization, globalization, and innovation. The successful business career of Tata as Chairman of Tata Sons is visible from the

**Table 3. Tata Group Under Mr. Ratan Tata**

₹ Crore	FY92	FY11	CAGR%
Sales	8,298	374,687	22.21
PAT	629	26,828	21.84
Debt	3,873	186,565	22.62
Market Cap	8,494	469,964	23.52

Source : Dasgupta and Mukherjee (2013).



total revenue growth of six major Tata companies (Figure 2) during his tenure.

After being at the helms of affairs for 21 years at Tata Sons, he retired as chairman on December 28, 2012, though he is still managing the various trusts of Tata company and is contributing to society. His focus on employee training and development and ultimate quality concern about products has made Tata group and its companies to be India's well-known global brand.

### Qualitative Analysis

For the purpose of the study, various archived interviews and speeches of Ratan Tata were collected in both audio and prints format from 1994 to 2020, available online. A total of 21 interviews and eight speeches were collected.

**Table 4. Interview Quotes**

Codes	Description	Quotes Exemplifying the Dimension	Source
<b>Team Empowerment</b>	Improving developmental potential; facilitating autonomous decision making; appreciative behavior	<p>"Tata Starbucks focuses on creating growth and skill development opportunities for partners to groom them for managerial and leadership roles."</p> <p>"The company continues its commitment to offer a <i>supportive environment</i> through various partner-friendly policies, especially around significant life events. If we can <i>empower</i> more people and are willing to pass on the <i>responsibility</i> for that, and if people are satisfied and motivated, there's less chance of them wanting to leave and go to a competitor."</p>	(Choudhary, 2017; Tata Group, 2022)



<b>Realistic Positivism</b>	Positive outlook; positive for a change	<p>"Everyone told us it couldn't be done without having a joint venture or a partnership with an international company. We stayed the course, worked out each issue, and that was the birth of India's 1st indigenous car, The Tata Indica."</p> <p>"As I moved up through departments and divisions, I continued to <i>see hardship and had more opportunity</i> to do something about it. There is always a pitfall to anything you do. I was going to say, if you take <i>risks</i>, there will be pitfalls; but even if you don't take risks, there can still be pitfalls."</p> <p>"I'm an <i>optimist</i> also, but I'm frustrated from time to time. I'm an optimist in the sense that there's such <i>tremendous potential amongst the people</i>."</p>	(Aijaz, 2021; "Ratan Tata's heart-warming post," 2019)
<b>Informational Transparency</b>	Sharing information; asking for opinions; fairness of the leader	<p>"I have tried to <i>treat all people equally</i>. I'm aware that I do that, and I do that not for show, but because of the feeling that I think everyone <i>deserves recognition as a human being</i>.</p> <p>I would have a lower score on others than I would like to have on how <i>fair you've been with your employees</i> consciously because there are so many times you have to compromise something in the broader interest of the organization."</p> <p>"We can all <i>unite</i> and we need to unite to <i>find solutions</i> and put an end to this <i>crisis</i>. As an organization, we must stand together to fight it out as one, and this will instigate us in delivering great results."</p>	(Frantz, 2020; Norzom, 2020; Sharma, 2019)
<b>Stewardship</b>	Persuasive mapping; creating meaningful work	<p>"We forced <i>the companies</i> to devise a <i>strategy</i> for themselves that not only defined their domestic competitiveness but also eventually their global competitiveness."</p> <p>"Moving Tata Tea from a traditional tea company to a beverage company or a health-based wellness company – all those have come out of a new mindset of not doing businesses the way you did them earlier or being reactive to your competition, but forging a new path for yourself. I think that was the most significant achievement of the restructuring."</p>	(Dalal & Basu, 2007; Sangani, 2007)
<b>Emotional Expression</b>	Emotional healing	<p>"For all the yesterdays they devoted to helping create a beautiful tomorrow, Tata Steel's best-in-class <i>social security schemes</i> will <i>help ensure an honorable standard of living for families</i>. It stands together with a deep sense of loss at the sad demise of its beloved employees during this dreadful pandemic."</p>	(Sukheja, 2021; Tyagi, 2021)
<b>Cognitive Ability</b>	Creative; learning orientation; self-aware	<p>"<i>Skills</i> garnered as an architect, especially ones that deal with putting things together, inculcate a sense of humanism. I love <i>designing</i> houses. The house I live in now is <i>designed</i> by me."</p> <p>"We have failed in many areas. I am sure they also have. It was a tremendous sort of <i>learning exercise</i> in terms of what we did right, what we did wrong, and what external circumstances existed, which contributed to this."</p>	(“Did you know Ratan Tata,” 2020 ; “Ratan Tata misses being,” 2020; Money Control, 2021; Punj, 2021)
<b>Altruistic Calling</b>	Service before self-interest	<p>"Now I'm trying to take the Tata Trusts to a different level of relevance in the 21st century to maximize the benefits the trusts seek to bring to <i>disadvantaged communities</i>. If I put it into one sentence, I think you really want to be doing things</p>	(Menezes & Pandey, 2017)

		that <i>make a difference.</i> "	
		"We'll continue to help <i>alleviate individual hardships</i> and support NGOs, but we also want to be more involved and manage projects ourselves. We want to enhance our impact and ensure that interventions are <i>sustainable</i> . I have been emphasizing that the trusts must be concerned about the <i>sustainability of the communities</i> where they work."	
<b>Forgiveness</b>	Constructively dealing with failure; reducing pessimism	"The Nano should've been viewed as something that could be in a garage that has a Bentley on the one hand and a Nano to go to the market — not something that is known as the cheapest car. That's some of the <i>mistakes</i> we made."  "We <i>will have failures</i> , we will have frustrations, but it is a continued commitment that we have to the world around us. I continue to feel the <i>need to support enterprising young Indian engineers and scientists.</i> "	(Khanna, 2015; Startup Stories, 2017)
<b>Gratitude</b>	Value the contribution made by others; readiness to show appreciation	"Whatever has been achieved has only been possible because of the amazing spirit, the dedication of each one of you, and the enormous support and faith reposed in me, for which I am deeply <i>grateful and appreciative</i> . I want to convey to you how privileged I have been to have had the <i>opportunity of leading this great Group</i> over the last two decades through good times and bad."	("I hope group grows and shines," 2012; "Ratan Tata's farewell," 2012)
<b>Simplism</b>	Balanced information processing; ability to declutter the situation	"If you look at my Chairman's statement for two to three years, I had kept saying that the kind of growth we have been seeing cannot continue; we will probably see some downturn, but it did not happen. And then it suddenly happened. That led me to believe that we must not focus on just one economy; we must be able to <i>spread ourselves to multiple economies</i> where this may be done, but that may be difficult. And that led me to say that we cannot be an India-centric group; we must, in fact, start to look very seriously, not just at exports, but at <i>building capacities in serious businesses in other countries</i> . So that was the genesis."	(Dalal & Basu, 2007; Startup Stories, 2017)

These interviews were transcribed in word document by the researchers. All researchers were involved in working back and forth between the themes and the database. The transcribed data were imported into QSR NVivo software. The data was coded using the codebook (Table 2). Table 4 illustrates the coding procedure followed; the italicized phrases and words have been coded.

The word query was executed using NVivo software using a stemmed approach with a filter of minimum three words to obtain a word cloud (Figure 3). The word cloud in Figure 3 depicts that employees are the top priority of Ratan Tata, reflecting his focus on team empowerment and gratitude. His emphasis on business, community, sharing, support, change, skills, development, belief, happiness, etc., showcase his versatile personality as a positive leader. Under him, the focus of the group has been to create new things reflecting his organizational stewardship and creativity.

To map the complete personality of Ratan Tata as a positive leader, we followed a pattern-matching approach. It involves identifying the patterns in data and subsequently comparing them against patterns that are proposed in

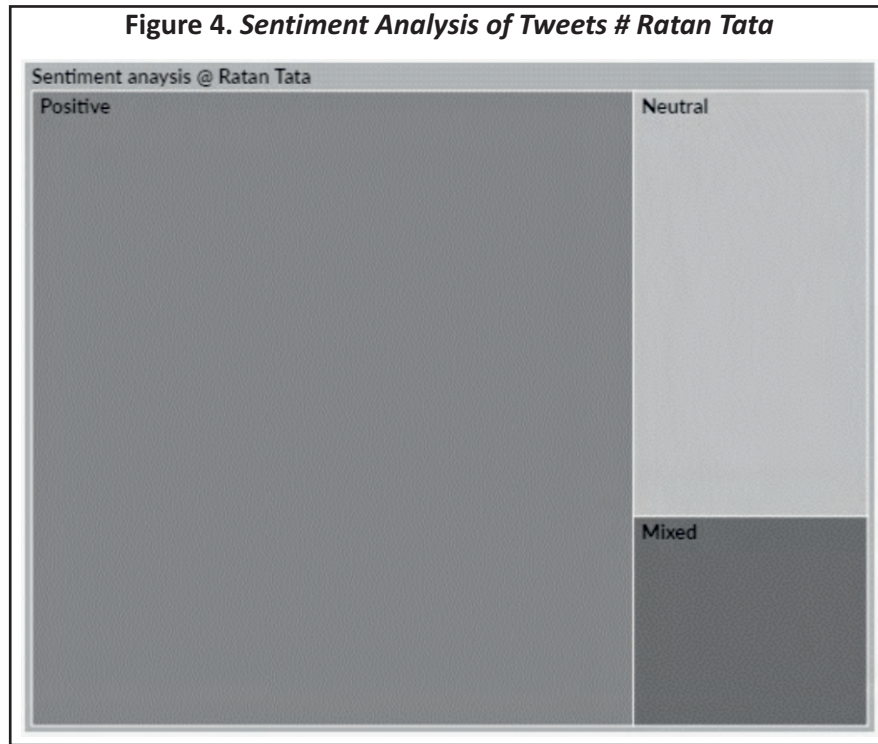
Figure 3. Word Cloud Based on Coded Data of Ratan Tata's Interviews

Table 5. Pattern Matching Using Percentage Coverage Criteria

	Propositions
Empowerment	A leader who promotes team empowerment is more likely to be a positive leader.
Realistic Positivism	A leader who displays realistic positivism is more likely to be a positive leader.
Informational Transparency	A leader who promotes informational transparency is more likely to be a positive leader.
Stewardship	A leader who displays stewardship is more likely to be a positive leader.
Emotional Expression	A leader who displays emotional expression is more likely to be a positive leader.
Cognitive Ability	A leader who possesses cognitive ability is more likely to be a positive leader.
Altruistic Calling	A leader with altruistic calling is more likely to be a positive leader.
Forgiveness	A leader who promotes forgiveness is more likely to be a positive leader.
Gratitude	A leader who expresses gratitude is more likely to be a positive leader.
Simplism	A leader who follows simplism is more likely to be a positive leader.

the literature. In order to establish if the propositions explain the data, we "match" the data to the propositions, which are, in essence, the themes derived from the literature. Table 5 represents the coverage percentage of each theme in the interview transcript, confirming the identified propositions from the literature. The findings reveal that the data confirms all the propositions, implying that Ratan Tata is indeed a positive leader.

Sentiment analysis was also conducted to endorse the findings from the above pattern matching analysis



confirming Ratan Tata to be a positive leader. Tweets of #Ratan Tata were extracted using NCapture on June 21, 2021, to gauge 360-degree perceptual mapping of Ratan Tata's image in the public domain. A total of 1,257 tweets were analyzed using the "Autocode" feature in QSR NVivo software using the option "to identify sentiment" based on texts mentioned in the tweets and retweets.

The results of sentiment analysis reveal 72% positive sentiments ; whereas, mixed and neutral tweets account for a mere 16% and 12%, respectively (Figure 4). Ratan Tata holds a very positive image among people due to his humble nature and continuous effort for the development of the community. He also received the 'Assocham Enterprise of the Century Award' for the contribution of the business group to India's progress in 2020. His empathy for people and innovativeness as a leader have built a strong positive image in the minds of people. The mixed and negative response was due to the Ratan Tata v/s Cyrus Mistry episode in which Mistry was ousted before the completion of his tenure. Ratan Tata was also accused of interfering in the decision-making of Mistry even after his retirement, although his leadership skills are highly regarded in the business community, and a positive perception of his personality is predominant in public opinion.

## Conclusion and Implications

The timing of the study is appropriate as the global pandemic has created a pessimistic environment loaded with uncertainties. This has created the need for a positive leader now more than ever. There has been a demand in organizations for leaders who are positive and have the ability to handle crises situation (Adikaram et al., 2021). A positive leader can fulfill this void by creating a positive work environment for employees by building relationships based on trust through team empowerment, organizational stewardship, and information sharing (Gordon, 2017).

## **Theoretical Implications**

Our study significantly contributes to the field of positive leadership, which still lacks a concrete definition (Youssef - Morgan et al., 2013). Our study attempts to fill the academic gap by providing explicit dimensions of a positive leader through a systematic literature review supported by qualitative analysis. Further, a confirmation from qualitative analysis of Ratan Tata's interviews shows that he significantly matches the traits of a positive leader. This shows that socially, positive leadership is growing as a phenomenon and shall be further explored. Our study contributes to the area of positive psychology and positive organizational scholarship.

## **Practical Implications**

The dimensions of positive leaders shall also provide guidelines to practitioners for designing a training module for budding entrepreneurs and leaders to navigate through challenging times. Even in the case of businesses that do not have any philanthropic orientation, positive leadership has a long way to go as a positive leader helps build a positive work culture that promotes productivity and well-being of employees (Seppälä & Cameron, 2015). Positive leadership traits like realistic positivism (Baur et al., 2018) and simplism (Imam et al., 2020) are much needed for dealing with challenges in the constantly changing world of work.

## **Limitations of the Study and the Way Forward**

The study offers numerous interesting areas for future research. The study provides the dimensions of positive leadership based on a systematic literature review supported by qualitative research. However, the list may not be exhaustive but will provide a fair idea to future researchers who want to pursue empirical work in this area. Positive leadership is not only relevant in the case of businesses and organizations but can also be studied as a general concept applicable to various spheres of life like a positive leader as a parent, homemaker, team player, student, etc. Positive leadership can be studied as an independent variable leading to the well-being of employees. It can also be explored as a mediating variable between organizational support and organizational performance. The study provides a platform for future researchers to explore the construct in detail, both qualitatively and empirically.

## **Authors' Contribution**

Dr. Puja Khatri conceived the idea and developed qualitative design with the help of Dr. Neeraj Kaushik to undertake the study. Preeti Kumari extracted research papers with high repute, filtered these based on keywords, and generated concepts and codes relevant to the study design in consultation with all the authors. Dr. Puja Khatri and Dr. Neeraj Kaushik verified the analytical methods and supervised the study. The qualitative analysis was done by Dr. Puja Khatri using QSR NVivo software. Preeti Kumari wrote the manuscript in consultation with both authors.

## **Conflict of Interest**

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.



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