

Stimulating Constructive and Destructive Leadership Behaviours through the Emperor of Lanka and Villain of Ramayana

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ABSTRACT

Purpose: *All are kings. But some follow rules and some break rules. The question is why? Ram and Krishna act for the benefit of others, the larger group. Ravan and Duryodhan are more interested in their glory even if their respective kingdoms are destroyed. On a parallel track, it constantly distinguishes Durga, the symbol of social status, from Shakti, the inner power - physical and mental prowess. On exemplifying positive and negative leadership through Ram, Ravan, Krishna and Duryodhan. The journey towards leadership is a journey from 'me' to 'we'. Thus, linking mythological themes & management with the present-day materialistic world is not easy. The present research links and contextualizes the concepts of virtue & vice leadership behaviours and personality types through the king of Lanka to business and management with the ancient Indian texts.*

Objectives: *The researchers have set the following primary objectives and the current study investigates 2 broad research questions: (1) To evaluate Ramayan's character Ravan stimulates constructive and destructive leadership behaviours. (2) To identify the personality type (MBTI) of the Anti-Hero, Ravana.*

Design/Methodology/Approach: *The study is based on both secondary & primary evidence. Hypotheses are stated for the various variables selected and analyzed to prove or disprove the same without any errors.*

Findings/Result: *There were stimulating virtue and vice leadership behaviours through the emperor of Lanka and the villain of Ramayana. Also, there was a personality type (MBTI) of Anti-Hero, Ravana to business and management with the ancient Indian texts.*

Research Limitations/Implications: *In the present research an attempt is made by the researchers to understand the research gap in the area hence a conceptual idea is proposed and the research goes further to advance significance to discover the degree of relationship to evaluate Ramayan character Ravan stimulates behaviours showing high moral standards (constructive leadership behaviours) & bad behaviours (destructive leadership behaviours) & to identify personality type (MBTI) of Anti-Hero, Ravana.*

Originality/New Knowledge/Interpretation/Value: *Many of the earlier studies have proved that, Indian mythology has a deeper meaning than basic good and evil. There is an intriguing narrative at every turn, if one is willing to go deep. Ravana portrayed a villain, but it's crucial to understand why he chose to do so. Actually, the goal was to balance the forces of good and evil. It is understandable why he is still revered in some areas of the world. Ravana is often looked down upon as an evil character in the Ramayana. But nobody can be really classified as completely black or white. Like every other mortal, Ravana also had shades of grey. But none of us can ever deny the fact that he was the most dexterous character in the epic as well. Hence, this study helps in concluding that, a comparative look at virtue and vice leadership*

behaviours and personality type makes Ravana the most interesting Ramayana character ever and offers insight into business and management with the ancient Indian texts.

Paper Type: The study is based on both secondary & primary evidence.

Keywords: Stimulating, Constructive Behaviours, Destructive Behaviours, Leadership, Personality type, MBTI, Ramayana

1. INTRODUCTION :

Ravan, king of Lanka is a character in Hindu history, who is the primary antagonist of the Hindu epic Lord Ramayana, Power Holder, means of terrifying roar, a name given by Lord Shiva, King of Lanka for 12,000 years (James, T. W. (1869). [1]). Pulastya, one of the greatest sages in Indian mythology and one of the Saptarishis, was the grandfather of Ravana (Rajajaran, R. K. K. (2018). [2]). He was born to Sage Vishravan and Asura's mother Kaikashi. Hence, he is considered half Asur (demon) and half Brahmin (sage) (Shantanu, P. (2019). [3]). The legendary adversary of the ancient Hindu epic Ramayana is known as Ravana. He is shown as both the powerful ruler of Lanka and a Rakshasa (devil). (Nathan, R. B. (2011). [4]). He is known as a demon with ten heads, but not many people know that he was not born with ten heads. Ravana is said to have ten heads and twenty limbs. According to myth, each of his ten heads corresponds to one of his ten qualities: Kama (Lust), Krodha (Anger), Moha (Delusion), Lobha (Greed), Mada (Pride), Maatsyarya (Envy), Manas (Mind), Buddhi (Intellect), Chitta (Will), and Ahamkara (The Ego) (Vishal, S. (2019). [5]).

Ravana never ceased to be ambitious. He made wishes for Lord Shiva's sovereignty, celestial spirits, serpents, and rakshas after winning his affection. He constantly desired to triumph and wanted to govern the three realms. So, his characteristic of his informs us that the secret to advancement is to be ambitious (Vidhi, V. (2021). [6]). Ravana is seen and portrayed as having ten heads, yet occasionally he is only shown with nine due to the fact that he severed one of them in order to persuade Shiva. He is said to as a devoted devotee of Shiva, a profound scholar, an effective administrator, and a master of the Veena (pronounced "veh-nah," a chordophone instrument) (Mark, C. (2016). [7]) & (Subhamoy, D. (2017). [8]). Ravana was created indestructibly and had the ability to take on whatever shape he desired, including men, mountains, and even death itself, thanks to his dedication to and penance for the mighty God Brahma. He was so strong that he could unleash storms and earthquakes. He is considered to be the biggest devotee of Shiva. It was said by none other than Lord Shiva himself that Ravana is a great devotee, even Lord Rama did not doubt his devotion. People used to call Ravana a very good poet, he has also written many compositions (Vinod, R. (2020). [9]).

The terrifying rakshasa demon Ravana ruled over the fortress island of Lanka (current-day Sri Lanka) and was the ruler of all demons. His mother Nikasa was a demon as well as the mother of the cannibal demons known as the Pisitansas. His father was Visravas, the son of Pulastya, one of Prajapati's creations (Mittal, J. P. (2006). [10]). When he drove away his half-brother Kubera, the god of riches, from the island, Ravana obtained his kingdom through deceit. (The Encyclopedia's Editor Britannica, (2023). [11]). Indrajit (also known as Meghanada), who had the ability to become invisible, and Aksa, who had three heads that represented the three phases of fever (hot, cold, and perspiration), were two of Ravana's numerous offspring. With his 10 heads (for which he is also known as Dasakantha and Panktigriva) and twenty limbs, Ravana possessed an intimidating look (Hemendra, (2014). [12]). He had innumerable scars on his body from his victories over the gods. Particularly, three wounds were caused by the thunderbolt of Indra, the tusk of Airavata, the elephant of Indra, and the discus of Vishnu. Ravana was created indestructibly and had the ability to take on whatever shape he desired, including men, mountains, and even death itself, thanks to his dedication to and penance for the mighty God Brahma. He was so strong that he could cause storms and earthquakes. But it was predicted that a lady would be the reason for Ravana's demise and so it would be (Aiyangar, N. (1909). [13]) & (Valmiki, (2007). [14]).

As Ravana was a learned king, it is believed that the 10 heads of Ravana represent the six shastras and four Vedas, which he had mastered. Symbolically, the 10 heads could represent Ravana's mental power which was considered to be 10 times that of an average human being. Ravana was as handsome as a bright cloud. He had a persuasive personality. Hanuman, after seeing Ravana for the first time, praised

him. Ravana also knew the art of yoga. He was a master of 64 types of knowledge and all arts of weaponry. Ravana was a great king and had many good qualities but he got carried away because of them. He became egoistic and stubborn thinking himself to be the best and better than everybody due to which his destruction was necessary. He is said to be a genius and no one can ever touch his stature of excellence. It was Ravana who was brilliant as a villain which made Lord Rama the Hero of the Ramayana. Though he was referred to as a villain but his ethics and morals in the fight with Rama made him immortal and the epitome of a villain (Radhika, C. (2016). [15]).

In most versions of the Ramayana, Rama is treated as a hero with many good qualities. Ravana, on the contrary, is a demon with negative traits. However, in parts of south India as well as in Southeast Asian countries it is Ravana who is worshipped as a hero (The Sunday Tribune, (2007). [16]). It is believed that the place is the maternal home of Mandodri making Ravana the son-in-law of Mandasaur. Hence, people here worship Ravana and mourn his death on Dussehra while praying for the departed soul. There are many Ravana temples in the region. According to Ramayana, Ravana was the son-in-law of Mandasur as it was his wife Mandodri's paternal home. That is why people in Mandasur worship Ravana for his knowledge and devotion to Lord Shiva. The place has a 35-foot-tall statue of Ravana and the people of Mandasur hold prayers to mourn his death on (Dussehra Sarah, H. (2014). [17]). Indrajita was the oldest son of Ravana and his wife Mandodari. He was named Meghanada after his birth because his birth cry sounded like thunder. When Meghanada was going to be born, Ravana wished his son to be supreme so that no one in the world could defeat him. He also possessed the highest degree of knowledge in astronomy and is even said to control planetary movements. Fostering this is an instance - when Indrajit (his son) was about to take birth, he instructed all the 9 planets to align in a row in order for Indrajit to be a special child.

An insatiable, all-consuming ego turned out to be Ravana's Achilles heel that negated all his otherwise divine qualities. In this respect, he is, and will forever, serve as a lesson to illustrate that even though one is well endowed with good qualities, a single frailty in character is enough to drag you to your end. According to this research, even today the dead body of Ravana is safe in a cave built on a hill. This cave is located in the dense forests of Ragla, Sri Lanka. It is said that more than 10 thousand years have passed since the killing of Ravana at the hands of Lord Shri Ram. Sri Rama was of age 53 years when he defeated & killed Ravana. Ravana lived more than 12,000 (Tulsidas N. D. Vibhishana [18]).

2. REVIEW OF LITERATURE (CONCEPTUAL CLARIFICATION) :

Three sets of brothers are mentioned in the Ramayana: Ram and Bharat, sons of Dashrath; Vali and Sugriv, sons of Riksha; and Ravan and Kuber, sons of Vishrava. The sons of Riksha must share the kingdom but end up fighting over it; one of the sons of Vishrava, Kuber, constructs Lanka and the other, Ravan, usurps it; and the sons of Dashrath are prepared to make the other king. As a result of their singular focus on Ayodhya, the sons of Dashrath are known as manavas or people. Vanars is the name for the other brothers. Ravana came from a distinguished family; he was the younger brother of Kubera, the god of riches, and the son of the philosopher Vishrava, the grandson of Brahma, the universe's creator. He is also thought to have been a scholar and art enthusiast as well as a devoted disciple of Shiva (Edward, W. H. (1915). [19]).

The main enemy of the Hindu epic Ramayana and its derivatives was Ravana, monarch of the island of Lanka. According to the Ramayana, Ravana is the oldest child of the sage Vishrava and Rakshasi Kaikeshi. Sita, the wife of Lord Rama, was kidnapped and taken to his realm of Lanka, where he imprisoned her as Ashok Vatika did. Later, Rama battled Ravana in Lanka with the aid of Vanara King Sugriva and his army of vanars. Ravana was murdered, and Rama saved his loving wife Sita (Reshu, M. (2017). [20]). Although Ravana is frequently viewed as a representation of evil, he also possessed many traits that made him a wise man. He was knowledgeable about the four Vedas and the six shastras. Considered to be Shiva's most adored follower, Ravana. In various locations, Shiva is shown with images of Ravana. Additionally, he occurs in Buddhist Ramayanas and Jatakas as well as Jain Ramayanas, as well as the Buddhist Mahayana work Lakvatra Stra (Sharma, S. R. (1940). [21]). In some scriptures, he is depicted as one of Vishnu's cursed doorkeepers. The story goes like this: Ravana, in his earlier birth, was one of the gatekeepers of Vaikunta - Jaya and Vijaya. Maharishi Bhrgu curses

them that they too would suffer the sorrow and pain of being distanced from Vishnu. They can obtain redemption after either by 10 births of friendship with Vishnu or 3 births of hostility. They chose those 3 births of hostility rather than 10 births of friendship. Ravana had to ensure that he is slain by Vishnu to obtain redemption from the curse of Maharishi Bharghu (Bhavana, P. (2019). [22]). He was thus born 3 times in 3 yugas. In the first birth, Jaya and Vijaya were born as Hiranyaksha and Hiranyakashyapu, next as Ravana and Kumbhakarna and later as Sisupala and Dantavakra. One can't blame Ravana completely for all the wrongdoing he is accused of," says Satkari Mukhopadhyay, noted Sanskrit scholar, (Shantanu, P. (2015). [23]). Ramayana expert and consultant with the National Mission of Manuscripts at the Indira Gandhi National Centre for the Arts.

A tale says that before the battle between himself and Rama, Ravana conducted the proper Vedic rites for Rama, a Kshatriya. The latter desired the ceremonies to be performed by the greatest brahman available at the time. Despite the fact that the rituals sought heavenly intervention for his own death, Ravana graciously agreed to conduct them (Dev, P. (2014). [24]). Mukhopadhyay also claimed that Sita's kidnapping by Ravana was prompted. Ravana just abducted Sita to teach Rama and Laxmana a lesson after his sister Surpanakha was humiliated and had her nose slashed by Laxmana. However, contrary to common perception, Sita was never molested by Ravana while she was imprisoned, demonstrating his respect for her. (Shanti, L. N. (1999). [25]). Despite having a very unusual demeanour, Ravana appears to have a sizable following. In Kakinada, Andhra Pradesh, there is a sizable Shivalinga that was allegedly erected by the Asura titan himself. A group of local fisherman worship the Shivalinga and a statue of Ravana simultaneously (India TV News Desk, (2016). [26]) & (Faiz, S. (2016). [27]).

In reality, Ravana was a devoted servant of Lord Shiva, a colossal scholar, a superb administrator, and a master of the plucked string instrument known as the veena. He has authored the astrological book Ravana Samhita and the novel Arka Prakasham (a book of Siddha medicine) (Swamy, V. (1988). [28]). He had extensive knowledge of both black magic and Ayurveda. He allegedly had complete control over the positions of the planets. He had a flying chariot called a pushpakviman that he had acquired from his stepbrother Kuber. He had mastered tantra vidya, the art of faking ideas to create optical illusions, which he employed against his foes. Lord Shiva once shattered Ravana's forehead as he attempted to lift Mount Kailash. Ravana then began praising Lord Shiva and begging for pardon. As a result of Lord Shiva's ecstatic dancing in praise of Ravana, which is known as tandava and for which the mantras were known as "The Shiva Tandav Stotram" (Pavla, R. (1991). [29]). After finishing his studies, Ravana performed a massive tapasya (penance) on the banks of the Narmada River in order to appease Lord Shiva. Ravana annexed his head out of a desire to please the Lord, and each time he did so, the head grew back and proceeded to do so 10 times, allowing him to carry out his penance. Ravana sacrificed 10 heads, which Lord Shiva then gave to him. He is also called as because of these 10 heads "Dashmukh" (Ninan, M. M. [30]) & (The Gazetteers Department, (2011). [31]).

The ten heads of Ravana represent the six Shastras (Hinduism's holy texts, divided into four categories: the Sruti, Smriti, Purana, and Tantra), as well as the four Vedas, which Ravana learned and understood, making him a brilliant scholar and one of the most learned people of his time (Singh, K. S. (1993). [32]) & (Roshan, D. (2010). [33]). He was an expert in 64 different fields of study and all fighting techniques. The most well-known hymn ever chanted in worship of Lord Shiva is his Shiva Tandava Stotra, which he is reported to have composed with the appropriate musical Svara (notes) (Ramanujan, A. K. (1991). [34]) & (John, D. (2016). [35]). The 10 emotions are yet another interpretation of Ravana's ten heads. The following are the emotions that make up these feelings: Kaam (Lust), Krodh (Anger), Moha (Delusion), Lobh (Greed), Mada (Pride), Maatsarya (Envy), Manas (Mind), Buddhi (Intellect), Chit (Will), and Ahamkara (Ego) (Anonymous, (2004). [36]). Hindu traditions place a strong emphasis on restraint of the senses and the projection of the intellect alone, which is seen as superior to all other faculties. The employment of other emotions is seen to be harmful to a soul's development. (Devadatta, R. B. Beni, M. B. Bimale, C. L. (1984). [37]). Ravana once received advice from the great monarch Mahabali to avoid these nine emotions and to preserve just intelligence, which he justified by saying that having all of these qualities is equally necessary and makes him a complete man. The one head of Buddhi oversaw his fate, while the other heads of Ravana oversaw his deeds, which finally brought

about his demise. (Hackin, J. (1969). [38]) & (Harle, J. C. [39]). He ultimately gave in to his senses, and since he was powerless over them, he not only ruined himself and his tribe but also turned all of Lanka into ashes. As he lay dying on the battlefield, one of his greatest regrets was having all this knowledge but being unable to use his abilities. He lamented not using the knowledge he had acquired over his life, which ultimately contributed to his demise (George, M. (2002). [40]).

The festival of Dussehra commemorates Lord Ram's triumph over Ravana, the Lankan demon (Rakshasa) king. In the Hindu epic Ramayana, which is regarded as holy, Ravana plays a significant role (Pandian, M. S. S. (1998). [41]). Ravana is represented as a ruthless and incredibly strong demon king in Valmiki's Ramayana. The pivotal event in the epic Ramayana occurs when Ravana kidnaps Sita, the wife of Lord Ram. To fight Ravana and save Sita, Lord Rama must travel a great distance, endure difficulties, and cross the sea. Lord Rama defeats Ravana in the decisive battle waged on the island of Lanka (Times of India, (2018). [42]) & (Vaibhav, T. (2018). [43]).

3. GAPS & AGENDA FOR FUTURE RESEARCH :

Indian mythology has a deeper meaning than only good and evil. There is an intriguing narrative at every turn, if one is willing to go deep. Ravana portrayed a villain, but it's crucial to understand why he chose to do so. Actually, the goal was to balance the forces of good and evil. It is understandable why he is still revered in some areas of the world. In the Ramayana, Ravana is frequently regarded as being a bad guy. However, no one can be categorised as entirely black or white. Ravana was a mortal, just like everyone else, and had grey areas. But none of us can ever doubt that he was the character with the greatest amount of dexterity in the epic as well.

4. OBJECTIVES OF THE STUDY :

The researchers have set the following primary objectives and the current study investigates 2 broad research questions:

- (1) To evaluate Ramayan's character Ravan stimulates constructive and destructive leadership behaviours.
- (2) To identify the personality type (MBTI) of Anti-Hero, Ravana.

5. HYPOTHESIS OF THE STUDY :

Based on the objectives framed hypothesis (Table 1) are framed to prove or disprove the statements.

Table 1: Hypothesis of the Study	
H01	Ramayan's character Ravan does not stimulate constructive leadership behaviours.
H02	Ramayan's character Ravan does not stimulate destructive leadership behaviours.
H03	Personality type (MBTI) does not stimulate leadership behaviours.

6. RESEARCH MODEL :

The research framework is drawn in Figure 1 explains a block diagram of leadership behaviours & personality type & Table 2 explains the study variables. (I.V: Independent Variables & D.V: Dependent Variables).

Table 2: Study Variables	
Independent Variables: Behaviours	Dependent Variables: Personality Type
<ul style="list-style-type: none"> • Constructive Leadership Behaviours • Destructive Leadership Behaviours 	<ul style="list-style-type: none"> • Extraversion & Thinking • Judging & Neuroticism

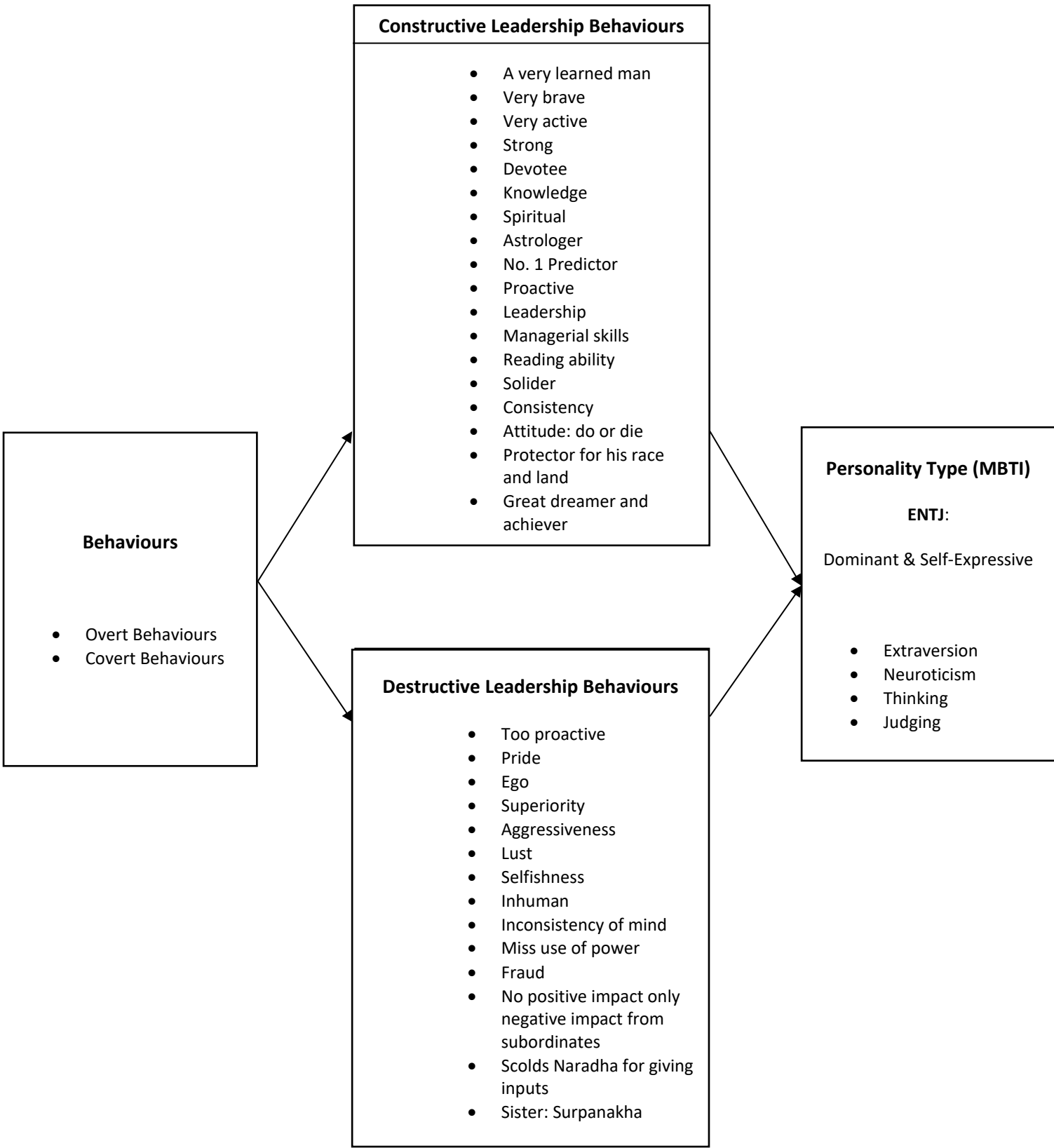


Fig. 1: Block Diagram of Leadership Behaviours & Personality Type

7. RESULTS & DISCUSSIONS :

7.1 Epilogues to Prove Ramayan Character Ravan Stimulates Constructive Leadership Behaviours:

Even though Ravana is renowned for being Lanka's "demon" king, little is known about the fact that he also possessed a number of admirable traits. He was enormous, had 20 hands and 10 heads, and possessed astounding magical abilities that let him vanish, hurl fire and rain, or shoot hundreds of arrows throughout the battle. Although Ravana is well-known for being the 'devil' king of Lanka, a representation of evil, and the main antagonist of the epic Ramayana, it is less commonly recognised that he also possessed a number of virtues.

The research framework is drawn in Figure 2 explains a block diagram of constructive leadership behaviours & Table 3 explains the study variables. (I.V: Independent Variables & D.V: Dependent Variables).

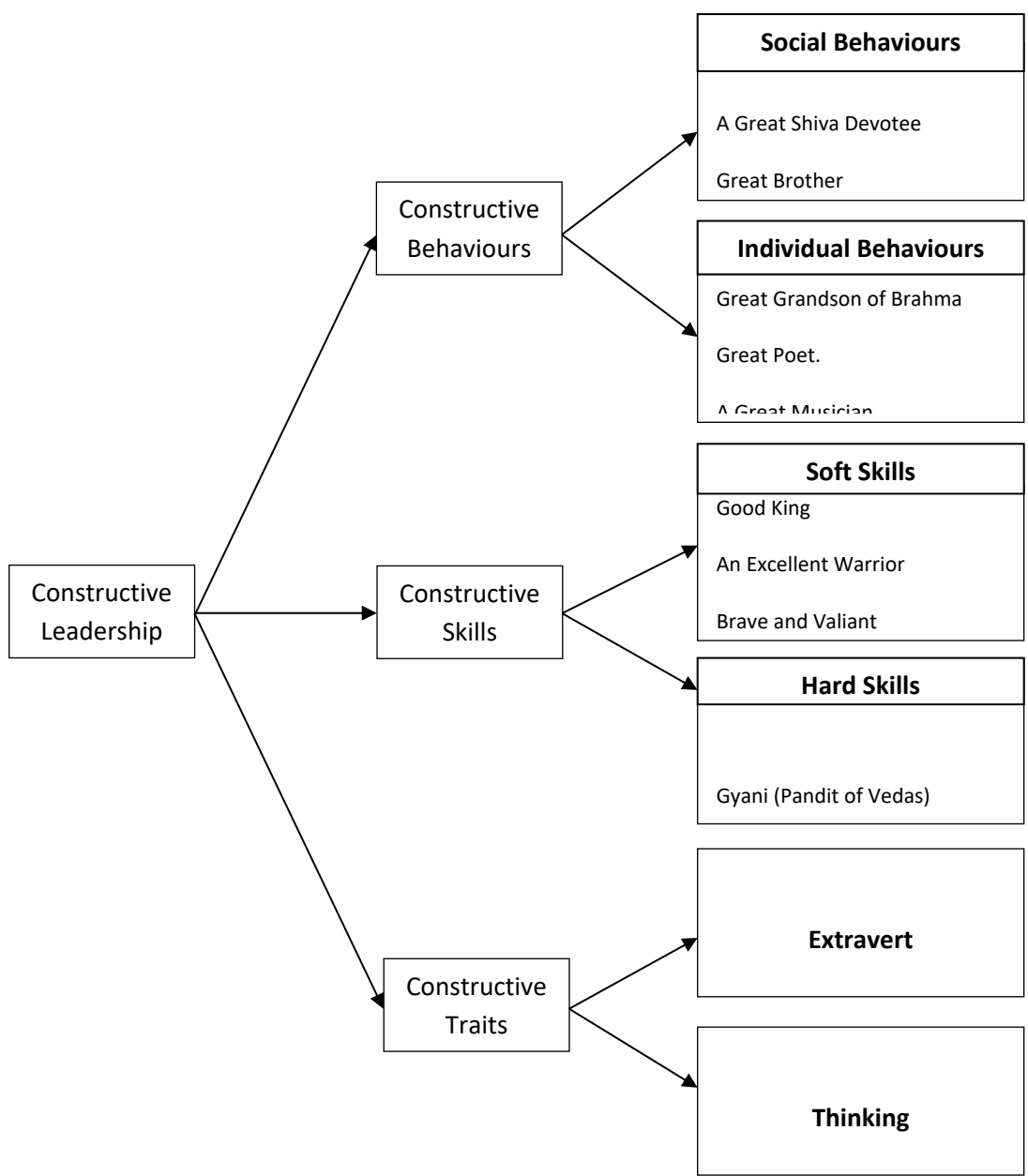


Fig. 2: Block Diagram of Constructive Leadership Behaviours & Personality Type

Table 3: Study Variables	
Independent Variables	Dependent Variables
<ul style="list-style-type: none"> • Constructive Leadership Behaviours 	<ul style="list-style-type: none"> • Constructive Behaviours • Constructive Skills • Constructive Traits

Dimensions of Constructive Leadership Behaviours:

Talking about his virtue he was a:

1. Great Grandson of Brahma: By birth, Ravana was neither a Rakshasa nor a Brahmin. He was actually the son of a prominent Rishi named Brahmin Vishrava, who was the son of Prajapati Pulastya, and a Kshatriya Rakshasa named Kaikesi. He became known as Brahmarakshasa as a result. A person with the power and intelligence of a Rakshasa and a Brahmin. One of the ten mind-born sons of Brahma.

2. A Great Shiva Devotee: It is generally known how devoted he was to Lord Shiva. What is less well known, however, is that he once attempted to destroy Shiva's residence, Mount Kailash (Ravananugraha). Shiva then impaled him beneath his little toe and made him pay for his error with nine years of suffering. After that, he became become a devoted follower of Shiva. Additionally, Shiva gave him the name Ravana at this time. The most devoted follower of Mata Laxmi was Ravana. Seeing Lord Shiva's power and might Ravana sings Shiva Tandava Stotram. He was the creator of Shiv Tandav Stotra for pleasing Shiva. He composed the Ravanstuti. He even obtained Chandrahahas (moon sword) from Lord Shiva.

3. A Great Poet: Many of us are aware of Ravana's devotion to Lord Siva. The poet Ravana was a master. He lauded Shiva's cosmic dance, known as the Shiva Tandava Stotram, in the most exquisite way. You will see that he was a fantastic poet even if you read it with a poetic mindset.

4. A Great Musician (Knowledge of Music): Ravana was a great musician and played veena exceptionally well. He is credited to have invented an instrument called Ravanhatha. As we all know that Ravana was excellent at playing the veena, he was playing the veena and his wife Mandodari was dancing to the tune of it. The tune played by Ravana was so mesmerising that Mandodari was lost in the tune and kept dancing continuously. Ravana too was so much into the beauty of his wife dancing that he played the veena more vigorously. At this moment a string from the instrument broke and he was unable to play it anymore. Seeing that his wife is lost in his tune, he did not want his wife to stop dancing and so he cut his thigh with a knife, took out a nerve, tied it to the veena and again started playing it so that he could see the grace of Mandodari. Today, centuries/millenniums later, it is known that while performing a bypass surgery doctors use an extra nerve that is located in our thighs. Such was the knowledge that Ravana possessed. The ultimate scholar, devotee, brother, ruler and also the ultimate villain who was given the name 'Ravana' by God after he impressed him with his poetry.

5. Gyani (Pandit of Vedas or Scholar of Vedas): Ravana was one of the most intelligent scholars of his time. He was a highly educated person, who had a very deep knowledge of Vedas. Ravana was very wise and knew all the Vedas and Dharma Shastras. Hence at the end of the Ramayana battle Rama sent Laxman to him so that he can take lessons from Ravana. He was well-versed in the Vedas and is credited with penning the poem honouring Lord Shiva, the Shiva Tandava Stotram. All four Vedas were studied by Ravana, who also practiced Sama Veda chanting.

6. A Master of Sciences: In addition to being a master warrior, Ravana was a multidisciplinary scholar. He composed the astrological treatise known as Ravana Samhita. Originally written by Ravana, the Ravana Sanhita is regarded as the holy grail of Hindu astrology. It is well known that Lord Rama utilised his Pushpak Vimana to fly Sita back after her rescue. But a little-known fact is that Ravan owned a lot of these aircraft and even had airports where he could land them. Some locations in Sri Lanka are still referred to be airports, including Weragantota in Mahiyangana, Thotupola Kanda at Horton Plains, Wariyapola in Kurunegala, and Gurulupotha in (Mahiyangana Sruthisagar, Y. (2019). [44]).

7. Ayurvedic Knowledge (In Short Good Doctor): He is even credited with writing a commentary on the Vedas and verses on medicine. He also possessed a thorough knowledge of Ayurveda.

8. A Good King: Contrary to the belief, Ravana was not a cruel ruler. Although he took Sri Lanka by force from his stepbrother Kuber, he proved to be the most influential Sri Lankan king ever. His reign over Sri Lanka is recorded as the most prosperous era of Lanka. Even though he violently conquered Lanka from Kubera, Ravana was a very skilled administrator, and it is stated that even the most impoverished residents of his country had gold utensils and were not living in squalor.

9. An Excellent Warrior: Ravana was a fierce and shrewd fighter. Ravana was difficult for Lord Rama to defeat; it took him till the tenth day of the fight to do it. Ravana overran a large area, vanquishing both the Devas and Asuras. He also had Chandrahas, Shiva's sword. Ravana arrived to murder Sita when the fight broke out and many of his troops, including his brother Kumbha Karna and his son Meghanatha, began to perish. One of his ministers then asks, "Why murder this woman right now? Show your foes who you are and fight like a man in the field. Then he abstains from doing that, takes part in a war, and perishes in action as a result (Ref: Adhyatma Ramayana). Ravana was angry and haughty, yet he was also a brilliant scholar. He learned the Vedas, the holy writings, and the practices of the Kshatriyas (warriors) from his father.

10. Great Brother: He becomes enraged when Surpanakha appears and informs him of what happened to her as a result of Lakshmana. He intended to get revenge on Rama, but after hearing her describe Sita's beauty to him, he decided to kidnap her instead. But he shows that he cares about his family.

11. Eternally Ambitious: He made wishes for Lord Shiva's sovereignty, celestial spirits, serpents, and Raksha after winning his affection. He constantly desired to triumph and wanted to govern the three realms. As a result, his character attribute of his suggests that the secret to advancement is ambition.

12. Brave and Valiant: He was born into the lineage of Brahma Himself and hence he was a Brahmin too. Not just by birth but by his knowledge. He had a deep love for Lord Shiva. He was stronger than everybody else. The Bible makes it clear that Jesus had the power to break mountains in two and move oceans. He even faced up against Indra's thunderbolt, the tusks of Airavata, Indra's elephant, and Vishnu's discus. Only Kartavirya Arjuna and Vanara Vali were mortals who could physically defeat him.

13. Good Administrator. Even though he took Lanka from Kubera violently, he is well versed in the law and had a finely tuned system of government in Lanka. Ravana became enraged and made the decision to murder Hanuman after he taught him to give Sita to Rama and destroyed Ashoka Vana. But when Vibhishana asserts that killing a messenger is improper, he agrees and instructs him to burn his tail.

14. Multi-Tasking: While there are so many stories and myths about his ten heads, we should understand that 10 heads are only symbolic. They suggest that he was a person who could simultaneously work on 10 different problems. You can compare that with our modern-day multi-tasking.

15. Expert: Expert in the field of war strategy, and defence and was the greatest statesman of his times. After being hit by Lord Rama's arrow, when Ravana falls to the ground, Vibhishana and Sugriva begin dancing and rejoicing. Lord Rama shows his grief and tells them they should be ashamed of themselves that such a great warrior has fallen. He tells them they are no match for Ravana and should go and learn statesmanship from him.

16. Good Politician: When Ravana was on his deathbed. The Lord Rama reportedly urged Lakshman to go study political science from Ravana because Ravana was such a superb politician and had such extensive understanding of it.

17. Down to Earth Person: Accepting the defeat of ego is a great thing not easy for a normal man to

accept it and get friendly with the same person.

- He accepted defeat from Bali and then become his political friend.
- Accepted defeat from Shiva after that written Shiv Tandav to please him and received Chandra has weapon from Shiva.
- Accepted defeat from Rama and ask him to provide Moksha.
- He was always backed by Shiva till the time he was fighting against bad rituals.
- On the deathbed, Ram asked Lakshmanan to seek the blessings of Ravana. So even Ram knows the good qualities of Ravana.
- There's a part of the story where before marching to Lanka, Sri Rama had to do a yagna for which the wife being present was also mandatory and a Brahmana priest had to conduct it. For this purpose, Ravana had agreed to bring Sita and conduct the ceremony. He brought Sita to Rama, conducted the procedure and at the end of it, as part of the procedure also proclaimed something like 'May you be victorious' to Rama, and then returned back to Lanka taking Sita. Ravana never forcibly took possession of any woman not even Sita. He was well aware that the one he brought to Lanka was not Sita but Vedavathi.
- He decided to fight with Rama because his sister was insulted by Ram (in spite of knowing that Ram is a form of Lord Vishnu). This shows his love for his family (Sivapriyan, (2020). [45]) (Divya K. (2017). [46]) & (Akshatha, V. (2018). [47]).

Table 4: Constructive Leadership Behaviours

Hypothesis	Factors Considered	Outcome
H01	Constructive Leadership Behaviours	<p>From the findings & analysis, we can personify Constructive Leadership Behaviours by:</p> <ul style="list-style-type: none"> • A very learned man • Very brave • Very active • Strong • Devotee • Knowledge • Spiritual • Astrologer • No 1 Predictor • Proactive • Leadership • Managerial skills • Reading ability • Solider • Consistency • Attitude: do or die • Protector for his race and land • Great dreamer and achiever • Person of strong will • Great political and diplomatic sense • Power full

7.2 Epilogues to Prove Ramayan Character Ravan Stimulates Destructive Leadership Behaviours:

Positive elements were, however, also accompanied by serious flaws that are, in part, inherited from his asura mother, Kaikesi. Thus, an insatiable, all-consuming ego turned out to be Ravana’s Achilles’ heel which neutralized his numerous divine qualities.

The research framework is drawn in Figure 3 explains a block diagram of destructive leadership behaviours & Table 5 explains the study variables. (I.V: Independent Variables & D.V: Dependent Variables).

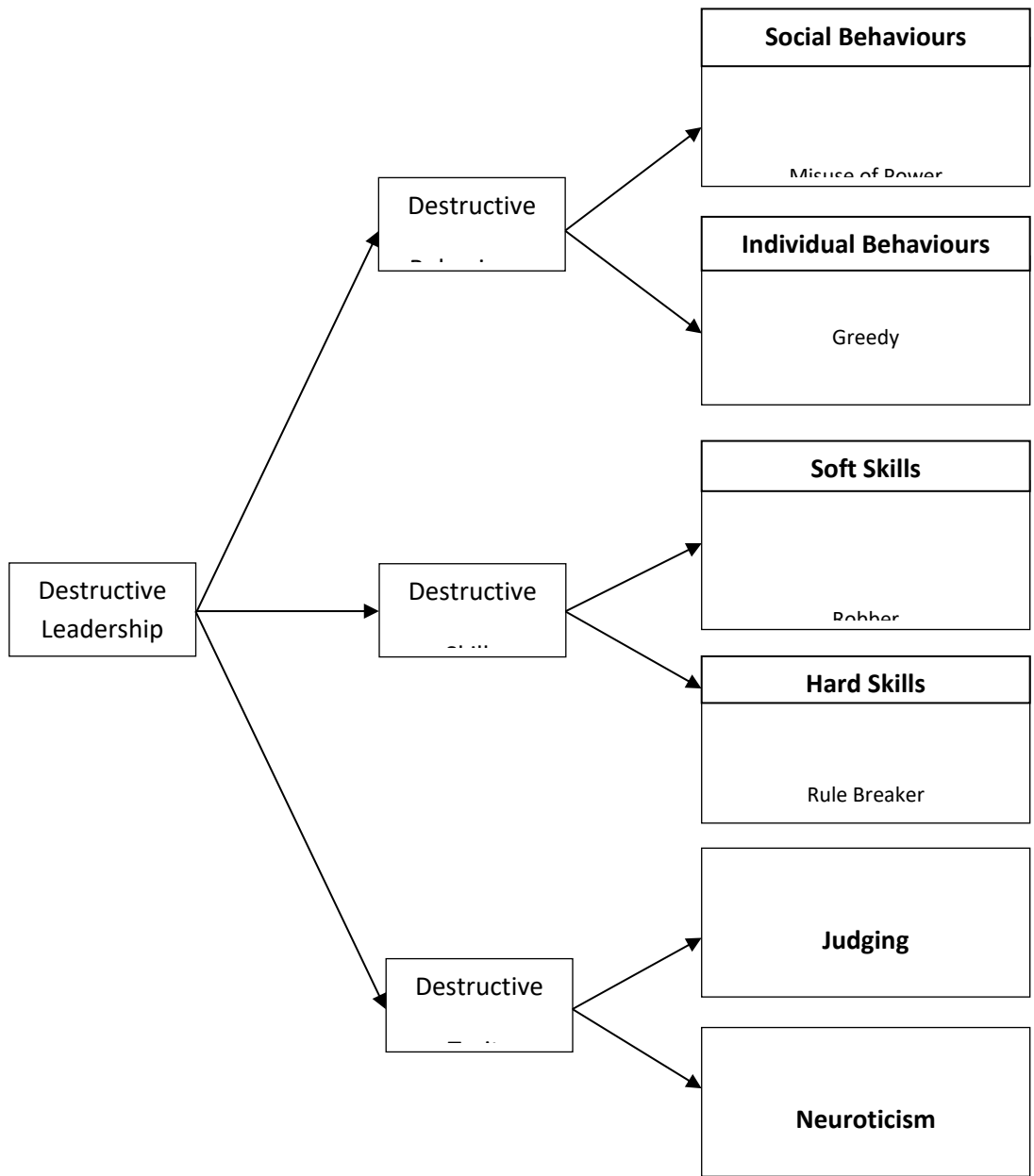


Fig. 3: Block Diagram of Destructive Leadership Behaviours & Personality Type

Table 5: Study Variables	
Independent Variables	Dependent Variables
<ul style="list-style-type: none"> Destructive Leadership Behaviours 	<ul style="list-style-type: none"> Destructive Behaviours Destructive Skills Destructive Traits

Dimensions of Destructive Leadership Behaviours:

Talking about his vice he was:

1. Greedy: Lanka was never Ravana's. It was designed by Vishwakarma. That was first given to Kubera. But Ravana has forcibly taken it from Kubera. Then Vishwakarma convinced Kubera to settle somewhere else as Ravana's end was near. He provided a defence to the subjects of Lanka. He started Raksha culture. As per the suggestion of Achary Chatursen, he captured Lanka from his elder half-

brother Kuber of the Yaksha clan with the successful execution of a plan. He was king of Lanka and achieved this feat through his valour. He defeated almost all of Aryavarta and even Devas. Indra and Yama were his prisoner. He was popular with his subjects. He kept his large family united and made his son Indrajeet, i.e., winner of Indra. Well, practically invincible, Ravana. By pleading that no deity, demon, kinnar, or Gandharva could ever kill him, Lord Brahma granted Ravana a boon. He also received the divine nectar of immortality from Lord Shiva.

2. Robber: Lanka belonged to Kuber - Ravana's stepbrother. Kuber built Lanka as a city of gold for himself and his clan to live. He was the custodian God of wealth and therefore had unaccountable treasures. He built a magnificent city of gold for himself and his tribe and he had Pushpak Vimana which he used to travel all over the world. Ravana saw all this and used his might to beat up Kubera and took the Lanka from him by force. He also robbed him of Pushpak Vimana. He drove out of Kubera and his family and settled in Lanka with his own family and clan of Rakshasa. So, nothing great about a Robber who becomes king by taking away by force his own brother's possession.

3. Egoistic: Basically his 10 heads represent the 10 qualities in human beings but then his ego turns all his qualities against him and took him to death.

4. Rule Breaker: Ravana was a person with great knowledge however he never followed any Dharma and was the person who couldn't control his bad desires. It is hard to look at the other stars while one is busy fighting the Sun. This is the same case with the Ravana. He thought that praying to Lord Shiva would free him from all the wrongness that he had done, but thankfully that was not so. Shiva, not even in the slightest, taught the philosophy of upbraiding and wounding women but Ravana, who is said to be his biggest devotee, could not really make it through his essential teachings. Not only did he show a lack of respect for Shiva, but also with his insolent attitude, he spotted on the face of humanity. If he were a good person in any aspect, then on being told by his relatives and kith about the injustice he had brought upon the Rama, he would have had thought to rectify his mistakes, but he rather unscrupulously chose to wage a war against Rama, bringing his virtues to nought.

5. Resilient: He was so resilient and enormous that he conquered almost all the Devatas and Dik-Paalakaas. His 10 heads represent his god-like mastery of the six Shastras and the four Vedas. He held the highest level of astronomical knowledge and is even credited with controlling the motion of the planets. As an example, when his son Indrajit was going to be born, he told the nine planets to line up in a row so that Indrajit would be a remarkable kid. But for some reason, Saturn got in the way, and Ravana got even with him. Ravana was claimed to have grown so powerful through years of penance and devotion that he could literally command the sunrise and sunset.

6. Miss Use of Power: He was the Three Worlds' Emperor. With his combined might and cunning, Ravana had subdued not only mortals but also celestials and other demons, elevating him to the position of the supreme asura (devil) in three distinct realms. It is said that Ravana made the five quintessential elements Pruthivi, aapas, Tejas, Vaayu and Aakash his servants and used to command them for his accomplishments. 3. He was a great devotee of Lord Shiva. He used to threaten the Panchabhoota for his convenience. 1. He destroyed Indra Yagya in which meat and girls were used as part of scarifies.

7. Womanizing: Additionally, Ravana was well-known for his violent "conquests" of women. He had various wives, but Mandodari was his favourite. Due to her sage advice, elegance, beauty, and purity, Mandodari was frequently likened to Sita.

Table 6: Destructive Leadership Behaviours		
Hypothesis	Factors Considered	Outcome
H02	Destructive Leadership Behaviours	From the findings & analysis, we can personify Destructive Leadership Behaviours by: <ul style="list-style-type: none"> • Too proactive • Pride • Ego • Superiority

		<ul style="list-style-type: none"> • Aggressiveness • Lust • Selfishness • Inhuman • Inconsistency of mind • Miss use of power • Fraud • No positive impact only negative impact from subordinates • Scolds Naradha for giving inputs • Sister: Shurpanaki
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7.3 Epilogues to Prove Ravana Personality Type, MBTI:

The personality type for Ravana from Hinduism is ENTJ. ENTJs are energized by their ability to exercise control and influence. They are motivated by their desire to be in charge and to achieve the highest levels of accomplishment. They are capable of working toward a goal with single-minded determination, no matter what obstacles are encountered. ENTJs are self-expressive individuals who are usually quite comfortable with their personal appearance. They are eager to share their ideas and opinions with others. The constant movement of the hands, arms, and body is typical. They are often perceived as being dominant personalities, but they are more accurately described as dominant-expressive individuals. Many ENTJs are excellent communicators because their communication style is easy to understand and is likely to be listened to attentively.

Table 7: Personality Type (MBTI)		
Hypothesis	Factors Considered	Outcome
H03	Personality Type (MBTI)	From the findings & analysis, we can personify Ravan personality type (MBTI) by: <ul style="list-style-type: none"> • ENTJ: Dominant and Self-Expressive • Extraversion: How he is energized • Intuition: The kind of information he naturally noticed & remembered • Thinking: The manner in which he make decisions • Judging: How he preferred to organize the world around him

8. CONCLUSION :

In Valmiki Ramayana, it was nowhere mentioned that Rama was the incarnation of lord Vishnu, and Ravana is a villain. Their actions decide their character. Eventually, the point is, every human being is a mixture of both wanted and unwanted qualities (But this is not true with Rama, he is the personification of Dharma.) The percentage decides one's character. Even though Ravana was a great poet (Siraj, Q. (2016). [48]) and a great devotee, he had to get punished because of the way he used his strengths to fulfil his excessive lust and desire to conquer the world. Ravan was wiser, smarter, and stronger than Ram. When Ram meets Ravan face to face, he was awe-struck seeing his knowledge in all traits. Ravana was a brilliant monarch with many admirable traits, but he became overconfident as a result. His egotism and intransigence led him to believe he was the finest and better than everyone, necessitating his demise. Every person has a blend of good and negative traits, but your excellent qualities may become redundant if you become too egoistic, arrogant, and ambitious. This is why Dussehra is celebrated, not just because Lord Rama defeated Ravana. The celebration of Dussehra honours generosity, self-control, compassion, and love. Even though Lord Rama was the reincarnation of Lord Vishnu, he did not allow that fact to make him arrogant. Instead, he was a loyal son and spouse. He was kind, personable, and courteous, always taking the high road rather than the simple one. In this regard, he is frequently cited as a classic example to demonstrate that, even when a person is equipped

with many positive traits, even one character flaw may bring them down. But his maternal grandfather Sumali, the monarch of the Asuras, toiled in secret to make sure he acquired a demonic personality. After all, nobody is good or wicked from birth. The only thing Ravana couldn't keep in check was his ego which ultimately proved to be an instrument of his doom. That will end the answer, but I want to add one point here. The law of nature is, even if you do badly for your own good reasons, it should not be entertained. At the same time, if you do good things for bad reasons, it will still help the world to prosper (Omar, R. (2015). [49]) & (The Indian Express, (2017). [50]).

Business and management persons should learn essential constructive leadership behaviours and should avoid destructive leadership behaviours most damaging that can lead down the path of becoming a villain. Leadership behaviours is a complex and multifaceted concept that requires a delicate balance of traits and actions. While many qualities make a great leader, several traits or actions can quickly destroy a leader's effectiveness and credibility. In the present study, researcher has found Ramayan characters stimulate constructive and destructive leadership behaviours and personality type (MBTI) stimulates leadership behaviours. With these epilogues proven we can conclude the most remarkable leaders in history have utilised their position and charm to uplift people, inspire hope, and effect good change. But all too frequently, ambition combined with uncontrolled power leads to the rise of villains-ruthless people determined to bend the world to their own will. Today's leaders must intentionally avoid damaging habits and succumb to attributes that might lead down this dark road in order to become inspirational leaders who respect honesty and integrity and shine a beacon of light rather than darkness.

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