International Journal of Accounting and Economics Studies, 12 (5) (2025) 1000-1011

International Journal of Accounting and Economics Studies

Website: www.sciencepubco.com/index.php/IJAES
https://doi.org/10.14419/xrqet780
Research paper



Resolving Recent Economic Crisis Created by The Tariff War of US Through Bibliometric Analysis of Contemporary Leadership Style and Lord Rama's Leadership to Achieve Sustainability

Dr. Manali Takkar [1] *, Dr. Sujit Kumar [2]

[1] Assistant Professor, University School of Management Studies, GGSIPU, Dwarka, Delhi-110078
[2] Professor Department of Commerce Dr. B.R Ambedkar College, University of Delhi Main Wazirabad Road, Yamuna Vihar, Delhi-110094
**Corresponding author E-mail: Manali.dua@gmail.com*

Received: July 18, 2025, Accepted: September 17, 2025, Published: September 25, 2025

Abstract

This paper examines the ethical leadership of Lord Rama as portrayed in the Hindu epic, Ramayana, and explores how his principles align with contemporary Economic policies at the macro and micro levels, thereby leading to sustainability and peace. In the present-day world, which has changed the shape and future of generations by making dramatic progress in the field of technology, innovation, and inventions, the need for dynamic and skilled leaders is significant. This paper provides a bibliometric analysis of the articles on contemporary leadership style by examining 280 papers collected from Scopus and Web of Science databases from 2005 to 2024 using the Biblioshiny package in R software and VOS Viewer to delineate influential aspects, trend topics, themes, conceptual, intellectual, and social structure. The findings indicate the relevance of Rama's Leadership style adopted way back in the 7th to 4th century BCE in the modern economy. Further, the study proposes how ancient values can inform sustainable and responsible leadership today. It also provides the scope for further research concerning political, cultural, gender, female-based, and transformational leadership.

Keywords: *Bibliometric Analysis; Contemporary Leadership; Economic Crises; Hindu Epic Ramayana; R Software; Vos-Viewer.*

1. Rationale of The Study

The primary purpose of this paper is to address the challenges posed by the current alarming situation. It poses the biggest challenge to produce emotionally intelligent leaders to manage the workforce not just strategically, but also to inculcate ethically responsible behaviour that lasts in generations to come. It is a worldwide fact that we are going through turbulent times, facing global warming, water scarcity, rising sea levels, loss of biodiversity, etc. Hence, it is highly crucial to manage the present resources most efficiently and save the planet. To find out the research gap, recent trends, and themes in this field, it is essential to do a bibliometric analysis. After the Bibliometric analysis, Lord Rama's Leadership style is researched with the help of the Sri Ramayana, one of the greatest epics of the Hindus. It beautifully portrays the life of Rama, the heroic character of Ramayana (Rama means pleasing and ayana means journey), hence Ramayana means Rama's journey. In this epic, Sri Rama is considered to be a virtuous and compassionate leader who has inspired others by following the path of Dharma and attaining victory over evil through his leadership qualities. This paper endeavors to describe how Rama employed various styles of leadership, thereby enlightening contemporary leaders on how to achieve success ethically and responsibly in today's competitive era. Lastly, it provides a clear picture of the significance of epics, religious books, in the management of crises faced by different economies, organisations, and institutions.

2. Introduction

Ramayana, the Sanskrit epic of ancient India, is ascribed to Maharishi Valmiki. Although the original date of its composition is unknown, according to Goldman, Robert (1984), the earlier date of the composition of the Ramayana dates to the 7th to 4th century BCE. Ramayana consists of 24,000 verses in seven cantos (Chapters or Kand). It is a poetic story of Lord Rama, an incarnation of Lord Vishnu according to Hindu mythology. The story is about Lord Rama, who was the eldest son of King Dasaratha of Ayodhya. Rama was exiled with his wife Sita and younger brother Lakshman for 14 years due to the plotting of his stepmother Kaikeyi. Later on, during exile, Sita was abducted by Ravana, a very powerful king of Lanka. Afterward, Lord Rama successfully searched for the whereabouts of his wife Sita, with the help of his follower Hanuman. Lord Rama built a very strong army with few resources at hand and without taking any help from his kingdom.

Copyright © Dr. Manali Takkar, Dr. Sujit Kumar. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

He fought and won the war with Ravana and his strong army in Lanka and brought his wife safely back to his kingdom, Ayodhya. This story is seen as a victory of truth over untruth or a victory of righteousness over unrighteousness.
Ramayana is one of the most important literary works of ancient India. The story of Sri Rama also appears in the Buddhist canon from a very early date. Due to the popularity of Ramayana in the Indian sub-continent, and even in South-East Asian countries, it was translated into various Indian regional languages as well as into South-East Asian specific languages. One of the most popular versions of the Rama story is written by Goswami Tulsi Das, in Awadhi, who wrote Ramcharitamanasa in the 16th Century.

2.1. Research questions

To synthesize the existing literature on contemporary leadership styles, a bibliometric review is undertaken to reveal the developments, possibilities, and trends in this area. The present study addresses the following research questions:
RQ1: To investigate the publication trends, most relevant sources, and most influential aspects concerning authors, regions, and sources.
RQ2 Overall conceptual structure, keyword analysis, co-citation analysis, and thematic analysis in the present field.
RQ3: Analysing the research gap and indicating the future research scope
RQ4: To describe the emotional intelligence exercised by Lord Rama vis-à-vis its application to achieve economic sustainability
RQ5: To understand the ethical leadership style of Lord Rama vis-à-vis its applicability to achieve economic sustainability
RQ6: To explore the transformational leadership style of Lord Rama vis-à-vis its applicability to achieve economic sustainability
RQ7: To inquire into the unique style of leadership exhibited by Lord Rama vis-à-vis its applicability to achieve economic sustainability

3. Research Methodology

Bibliometric analysis is conducted on a sample size of 280 articles on contemporary leadership style. The database selected for the same includes both Scopus and the Web of Science (WOS) database to ensure comprehensiveness and excellence in the results achieved. To extract the articles from the database, keywords such as leadership style and contemporary leadership have been applied in the search field, resulting in 2736 articles (1862 Scopus, 874 WOS). A four-step PRISMA approach was applied to screen articles to build the final sample (Moher et al., 2010).

3.1. Screening and selection

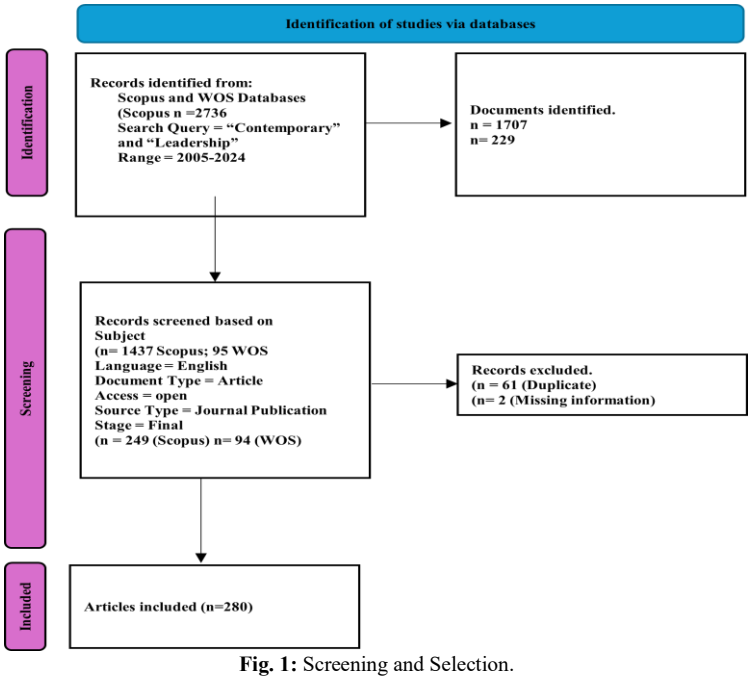


Fig. 1: Screening and Selection.

After analysing the results obtained through bibliometric analysis, the present study has endeavoured to research various secondary sources of information, such as peer-reviewed journals, articles, religious books, newspapers, etc., to understand Rama's leadership style and its relevance in addressing various challenges.

3.2. Methods and tools of analysis

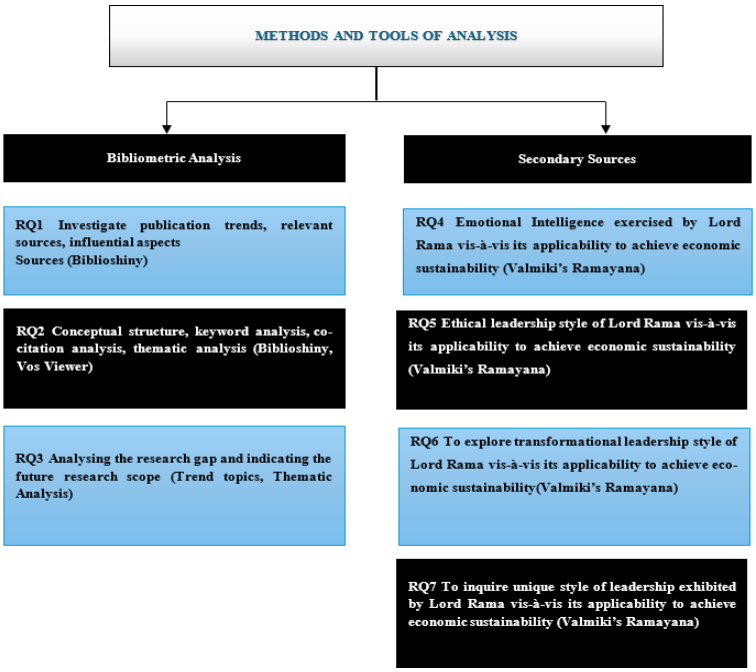


Fig. 2: Methods and Tools of Analysis.

4. Research Analysis (Bibliometric Analysis)

4.1. Data set

Table 1 provides an overview of the data for the present paper. It includes 280 articles published on contemporary Leadership Styles from 2005 to 2024. It shows 646 authors worked on 280 documents having 1108 keywords.

Table 1: Data Set

Description	Results
Main Information About Data	
Timespan	2005:2024
Sources (Journals, Books, Etc)	205
Documents	280
Annual Growth Rate %	17.94
Document Average Age	5.89
Average Citations Per Doc	14.91
References	0
Document Contents	
Keywords Plus (Id)	614
Author's Keywords (De)	1108
Authors	
Authors	646
Authors Of Single-Authored Docs	93
Authors Collaboration	
Single-Authored Docs	97
Co-Authors Per Doc	2.4
International Co-Authorships %	12.14
Document Types	
Article	278
Article Article	2

4.2. Publication trend

Fig. 3 portrays a consistent upward trend in the annual scientific production of articles on contemporary leadership styles from 2007 to 2024. With 2024 bagging the maximum number of articles, i.e., 46, before 2023, which was 31. It highlights the impact of leadership on various dimensions and its significance in gaining success in various fields.

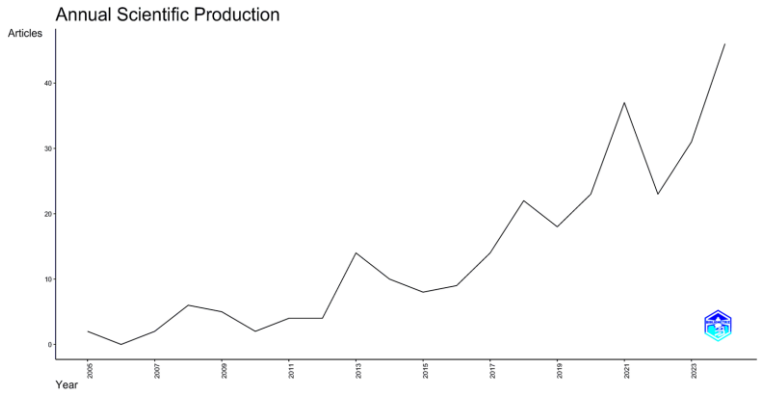


Fig. 3: Publication Trend.

4.3. Three-field plot

Three-field Plot analysis is used to determine the relationship between three interrelated variables (e.g., Countries, Authors, Keywords, etc.). The diagram illustrates the flow, connections, and transitions between countries, authors, and keywords while incorporating quantitative details Yaqoub, M.et al, 2023). Fig. 4 shows that out of a sample of 20, the maximum number of authors, i.e, 10, have used "leadership" as a keyword, followed by "Leadership Development". However, only 1 author has used the keyword political leadership and job satisfaction. It signifies the role of political leadership, and job satisfaction is still underdeveloped. Also, the maximum number of authors belong to the USA, the UK, followed by Australia and the Netherlands.

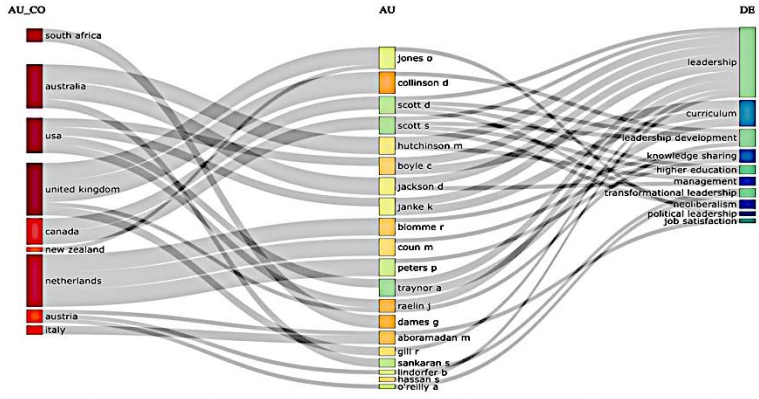


Fig. 4: Three Field Plot.

4.4. Countries' production over time

Fig. 5 exhibits the list of countries that have contributed several articles on the contemporary style of leadership. The data of the first six countries was taken, which shows the UK as the number 1 country to contribute several articles on Leadership, followed by the USA, Australia, South Africa, and the Netherlands. Thus, it suggests the dearth of studies being undertaken in developing countries like India, Indonesia, etc.

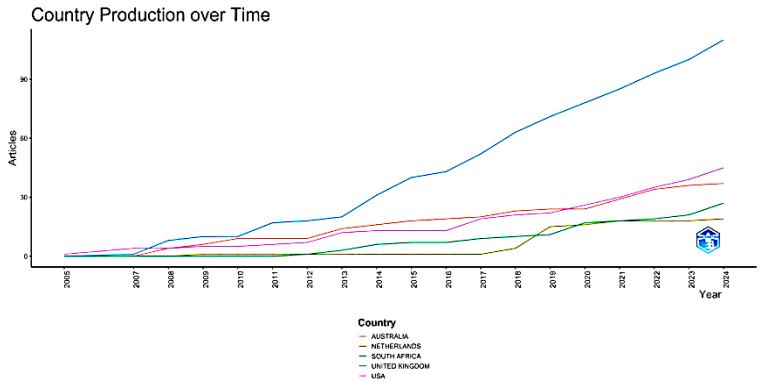


Fig. 5: Countries' Production Over Time.

4.5. Most relevant sources

Fig. 6 shows the top 10 most relevant sources on contemporary leadership styles. This result is based on the data from Scopus and Web of Science databases. It includes the Leadership journal as one of the most relevant sources that includes 13 documents on the respective topic. It is followed by the International Journal of Contemporary Hospitality Management, which contains 12 documents focusing on Leadership styles.

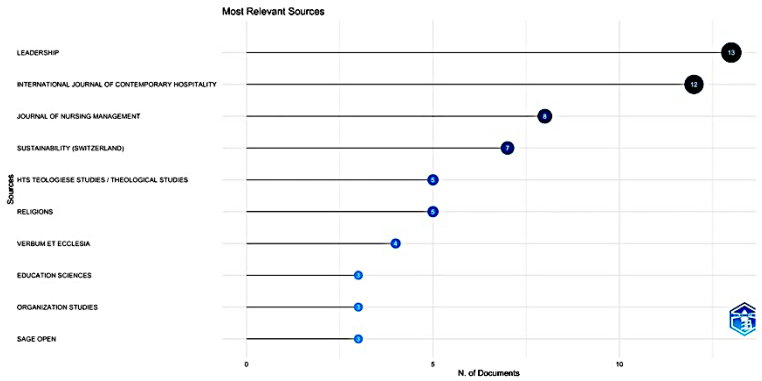


Fig. 6: Most Relevant Sources.

4.6. Source's local impact

Fig. 7 exhibits the top 10 most impactful journals based on h- h-index. The h-index of a journal is the largest number h such that at least h articles in that publication were cited at least h times each (University of Missouri, 2025). Hence, it is an authentic measure that ensures the quality and efficiency of a journal. Accordingly, the top 3 most locally impactful journals on Contemporary leadership styles are the International Journal of Contemporary Hospitality Management, Leadership, and Sustainability (Switzerland). Fig. 7 exhibits the top 10 most impactful journals based on the index.

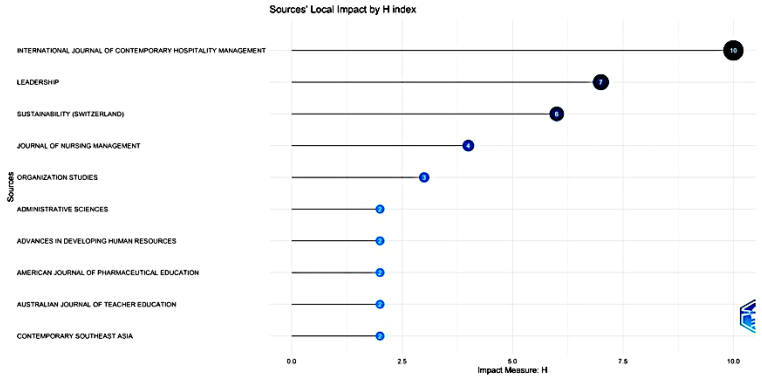


Fig. 7: Sources' Local Impact by H Index.

4.7. Word cloud

Word Cloud feature in Biblioshiny enables analysis of the Author's Keyword that highlights its importance in the Literature. It depicts the frequency of words used by the author. Fig. 8 below shows the 40 most frequently used keywords and their significance in the literature. For example, leadership is used 87 times, followed by leadership development 12 times, and transformational leadership. Higher education signifies the importance of leadership in every field. On the other side, keywords like China, culture, gender, COVID-19, sustainable leadership, ethical leadership, women leadership, authentic leadership, servant leadership innovation, political leadership, distributed leadership, and collective leadership enumerate different styles of leadership and their impact on various domains, including culture and countries.



Fig. 8: Word Cloud.

4.8. Co-citation analysis of Journals using Vos-viewer

Co-citation analysis is a technique to examine the linkage between two document publications that are cited by a third one, and group them into certain groups of specialties. Co-citation analysis is a method used to study the connections between two documents based on their shared citations (Kleminski et al, 2022). This technique analyses how often two publications are cited by a third one and groups them into a certain group of specialists (Vu, 2023). Thus, represents a network where journals are linked based on their shared citations. Those being

cited together create a cluster, and so many clusters form a network. Fig. 9 represents 4 clusters of journals. In clusters, the journal name is given with a node with their size signifying the number of co-citations of the particular journal, connecting links represent how the related journals' articles are co-cited" (Kaur et al, 2023, p. 135). Cluster 1, depicted by red colour, reveals that the leadership quarterly journal received the highest number of co-citations, followed by the Journal of Applied Psychology. Cluster 2, characterised by green colour, received a prominent number of co-citations. Cluster 3, represented by the blue colour leadership journal, received 192 citations, followed by human relations, which received 120 citations. Cluster 4, shown in Yellow, International Journal of Contemporary Hospitality Management received the highest co-citations.

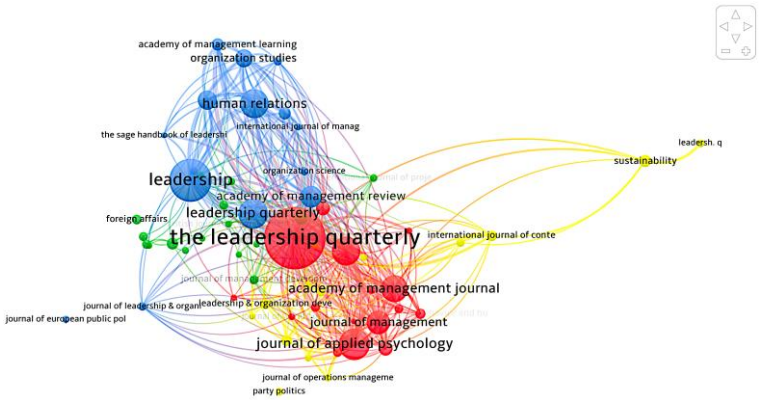


Fig. 9: Co-Citation Analysis.

4.9. Thematic analysis

The aim of conducting a thematic map is to gain insight into the field's current status and what its future sustainability holds(Agbo et al., 2021). In Fig. 10, the thematic map is segregated into four quadrants based on the author's keywords that form a cluster, which provides information about the development in the present field. These themes are defined by two properties: density and centrality. Density is plotted along the vertical axis, whereas centrality is represented on the horizontal axis. Centrality is the degree of correlation among different topics; density measures the cohesiveness among the nodes (Esfahani et al., 2019). Each word in the bubble represents the highest frequency. The upper right corner shows the themes that are developed and central to the topic, such as authenticity and corporate social responsibility. The upper left quadrant shows the niche themes that are developed but not central or relevant to the topic. The lower left corner shows the themes that are neither developed nor have any important contribution towards the topic. The lower right corner shows the themes that are central and are underdeveloped, which are promising for future development. This area holds significant potential for advancing sustainable leadership. Key topics such as female leadership governance, organisational culture, and gender are positioned here. Their centrality indicates that they are crucial to the sustainability discourse, but their low density suggests a lack of sufficient theoretical or empirical development. Therefore, these themes are strategic opportunities for future research aimed at enhancing leadership sustainability. For example, Female leadership may offer new perspectives on inclusive and ethical decision-making. Governance plays a fundamental role in institutionalizing sustainability principles in leadership structures. Organisational culture shapes leadership behaviours and sustainability values. Gender dynamics influence equitable access to leadership and sustainable outcomes.

In conclusion, the thematic map not only highlights the current intellectual structure of the field but also provides a roadmap for future exploration. To foster leadership sustainability, scholars and practitioners must prioritize the development of underexplored yet central themes and continue to reinforce the core concepts already driving sustainable leadership practices.

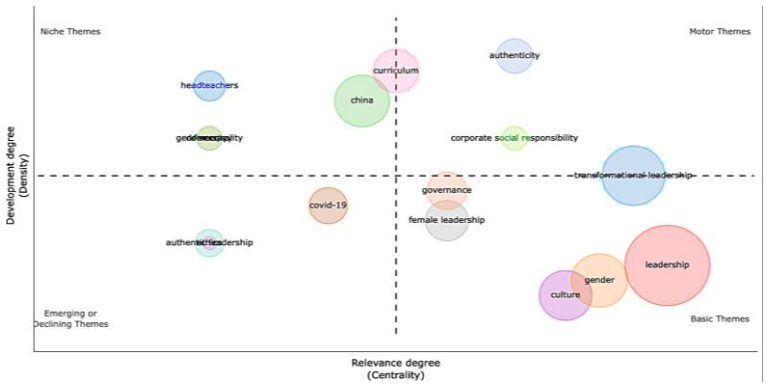


Fig. 10: Thematic Analysis.

Hence, the biometric analysis has clearly stated the significance of leadership as well as pointed towards the necessity to conduct more cultural, gender based, governance-based, transformational, and female-based style leadership studies. Not only this, but it also stated the dearth of studies in various developing countries. To address these concerns, a detailed analysis has been conducted to investigate the various contemporary leadership styles played by Lord Rama as portrayed in the Hindu epic Ramayana and how they can be utilized effectively to address the economic crises. Before that, it is vital to understand the evolution of leadership styles.

5. Evolution of Leadership Styles

The concept of Leadership has evolved from time to time and has been termed as multifaceted and complex. To understand leadership in its true sense, it is mandatory to subdivide it into various eras in which writers and thinkers have contributed greatly towards its understanding. This paper explores four main eras in leadership theory: trait, behavioural, situational, and contemporary leadership, as given in Table 2. According to Benmira & Agboola (2021), the following theories have been subdivided based on periods and themes.

Table 2: (Source: Benmira & Agboola, 2021)

Era	Period	Theory	Description	Proponents
Trait	1840s	Great Man	Based on the belief that leaders are born, not made.	Plato's Republic, Confucius Analects
	1930s–40s	Trait	An individual is a successful leader because of certain qualities and characteristics. Identifying traits and characteristics of an effective Leader	Ralf M. Stogdill 1948
Behavioural	1940s-50s	Behavioural	Focuses on actions or effective role behaviour. Leadership behaviour can be learnt to be an effective leader.	Robert Blake and Jane Mouton (1964)
Situational	1960s	Contingent and Situational	This era highlights that leadership style is dependent on the situation or context.	Ken Blanchard and Paul Hersey (1969)
	1970	Servant	Prioritize serving the greater good	Robert K.Greenleaf (1970)
Contemporary Leadership	1980s	Transactional	Leadership as a cost–benefit exchange	Max Weber (1947) and Bernard M. Bass (1981)
	1990s	Transformational	Inspiring others to achieve higher things	James MacGregor Burns (1978) & B.M. Bass (1985)
	2000s	Inclusive	All team members are treated equitably and given full support to achieve their full potential	Nembhard and Edmondson (2006)
	2000s	Shared	Each employee takes ownership and responsibility for their actions	Jay B. Carson, Paul E. Tesluk, and Jennifer A. Marrone (2007) Hank Rubin (2009)
	2000s	Collaborative	Regularly seeks out diversity of opinions and ideas among teammates for solving problems.	Luthans and Avolio (2009)
	2000s	Authentic	The leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and gives priority to developing associates to be leaders.	

This paper portrays various styles of leadership adopted by Sri Rama, the eldest son of Dasaratha, whose acts always depict one or the other style of Leadership. Each of the contemporary styles of Leadership in the above table was used by Lord Rama on various occasions.

6. Discussion in The Context of Valmiki's Ramayana and Economic Challenges (Research Analysis)

6.1. Emotional intelligence

Effective Leadership requires a high level of Emotional Intelligence

Serrat (2017) Emotional intelligence describes the ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of oneself, of others, and of groups (p.330). Effective Leadership requires a high level of Emotional Intelligence (p.330). Its importance is very well established, as argued by Alshehhia and Awang (2025). India leads with 150 published documents, demonstrating its intense research focus on emotional intelligence in workplace settings, particularly in diverse and rapidly growing industries (p. 87).

Four Competencies of EI include

- Self-Awareness: It lucidly talks about the awareness of one's own emotions and their effect on others.
- Self-Management: Managing oneself under unwarranted situations and maintaining cool. It will enable us to respond in a constructive manner rather than reacting impatiently.
- Social Awareness: To function properly, one should be able to empathise with others and can read social situations, constructive interaction with network formation.
- Relationship Building: Skill to make strong relationships, resolve conflicts constructively rather than avoiding them, and communicate clearly.

Emotional Intelligence exercised by Sri Rama: In the context of Ramayana, it is very well established when Kaikeyi (stepmother of Sri Rama) asked her husband to grant the two boons promised by him earlier.

According to Valmiki's Ramayana (2023a)

"I shall just now specify them; listen to my request. Let my Bharta be installed as Prince Regent with the same preparations as have been made for the installation of Rama, a scion of Raghu. The time has just come for granting the second boon that you offered by me in my favour during the conflict of gods and demons the other day, pleased as you were with me. Residing in the forest of Dandaka and wearing

the bark of trees and deer-skin, let the strong–minded Rama lead the life of a hermit for fourteen years and let Bharata secure the office of Prince Regent without opposition this very next day." (Verse 24-27, p.328)
Listening to this, Dasaratha was stalled and motionless. However, the opportunist Kaikeyi managed to tell this to Sri Rama, who acted patiently and immediately submitted to the demands made by Kaikeyi as a devotion to his father. Here, Rama has contained his emotions, though he was going to be king.
Practical Implications: At present, the situation caused by the unanticipated increase in tariffs by USA president Donald Trump indicates the need for patient and visionary leaders. His move has led to "loss of confidence in the US economy and rising uncertainty, further aggravating the adverse economic consequences"(European Commission, 2025).
In a developing country like India, millions of people will lose their jobs as they are dependent upon exports to the US. This poses a very tough challenge at the macro as well as micro level for the Indian economy.
Possible Solution from Ramayana: Just as Rama accepted his exile with grace, restraint, and moral strength, India, in response to the tariff hikes, chose diplomacy, patience, and long-term strategy over confrontation. Despite being wronged in a perceived sense — like Rama — the higher road was taken in the form of establishing continuous dialogue with the USA, maintaining dignity, and exploring other opportunities.

6.1.1. Self-awareness

According to Valmiki's Ramayana (2023b), "Eager to behold Sita (a princess of Videha territory), they explored that forest, halting here and there when exhausted, distressed as they were due to the abduction of Sita" (Verse 7, p.908).
The above lines clearly illustrate the sheer sadness of Sri Rama after the abduction of his wife Sita. He became helpless and worried for her, but instead of being carried away by emotions, he started searching for her with his brother Lakshman.
Practical Implications: The Indian rupee dropped to a record low against the U.S. dollar on Monday, reflecting mounting concerns over the higher U.S. tariffs on Indian goods and the broader economic implications for the South Asian country (Vora, 2025).
Possible Solution from Ramayana: In times of economic uncertainty, other countries should avoid panic or nationalistic aggression. They must endeavour to encourage long-term stability through clear, consistent, and peaceful communication with the masses and markets. Despite being faced with a 50% tariff, India has not uttered anything openly, even in parliament, against the president of the US, nor has it imposed a penal tariff against the USA. On the other hand, it has not stopped its crude oil trade with Russia. This depicts emotional self-awareness and strong emotional strength. TOI Business Desk (2025) reported that "The CEA also referred to India facing a penal tariff for buying Russian crude oil, which the Ministry of External Affairs has described as unreasonable" (para 3). India has shown self-reliance by not being dictated to and thereby silently improving trade with other countries, including Europe, the Middle East, etc. On the other side, the Indian Embassy has hired two lobbying firms, SHW Partners LLC and Mercury Public Affairs. Rajghatta (2025) reports that Mercury Public Affairs "provides strategic communications services including federal lobbying, media relations, digital audit, social media strategy, and advertising just days ahead of the double whammy 50 per cent tariff on Indian exports to the US" (para 1). This reveals a sincere move on the part of India's strategic response.

6.1.2. Self-management

According to Tulsidas's Ramcharitamanasa (2023b)
I glorify Sankara, the lord of Kasi (the modern Varanasi), the consort of Parvati, the repository of virtues, the destroyer of cupid, worthy of all glory, shining like a conchshell and the moon, most handsome of person, clad in a tiger's skin, decked with dreadful ornaments in the shape of deadly serpents, fond of the Ganga and the moon, the allayer of the sins of Kali age and the celestial tree yielding the fruit of Blessedness for the mere asking." (Verse 2, p.881-882)
According to Tulsidas's Ramcharitamanasa (2023c)
"The All merciful and invincible Lord of the universe, the all-pervading supreme Spirit, Sri Rama asked, "Where is Lakshmana?" Meanwhile, Hanuman brought him; seeing his younger brother in a swoon, the Lord felt sore distressed."
"Susena came and bowed his head at Sri Rama's lotus feet. He mentioned the name of the herb as well as the mountain where it could be found, and said, "Proceed, O son of the wind-god, to bring it." (Verses 3&5, p.943)
The above verses from Ramcharitamanasa mark the self-management skills and spiritual behaviour of Sri Rama. Like a common man, he worshipped Lord Shiva before leaving for Sri Lanka to free his wife Sita from Ravana. Also, when his brother Lakshman fainted after Shakti's arrow had hurt him, Rama asked the universe and the supreme power about his brother Lakshman. He managed his emotions and began to find a way to save his brother's life like a true leader.
Practical Implications: Trade diversification and domestic industry development take time. Rama's leadership teaches policymakers to invest in long-term strategies — like building resilient supply chains — rather than chasing immediate but unsustainable wins. Dealing with tariff hikes should be phased, planned with long-term sustainability in mind, and include relief for the poor. Meaning using the leadership of Lord Rama in patience.
The above measures are corroborated by the following statement of former Indian trade official and head of GTRI, Ajay Srivastava, who said
"India should remain calm, avoid retaliation for at least six months, and recognise that meaningful trade negotiations with the US cannot proceed under threats or mistrust" (Ahmadi, Biswas, and Shukla, 2025)

6.1.3. Social awareness

According to Valmikis' Ramayana (2023c)
"These aforesaid monkeys, ferocious as they are and greatly resembling giants, are of terrific prowess. (Verse 3, p. 1087)
The above lines show the true friendship between Sugriv and Sri Rama and portray Rama's network formation or social skills. Sri Rama, who has empathised with Sugriv and helped him to get back his kingdom, Kiskindha, and his wife from Bali's grasp. Sugriv, on the other hand, being the king of monkeys, proved his friendship by building a strong army of monkeys to fight a war against Ravana.
Practical Implications: In response to Trump's first tariff-driven trade policies, policymakers should embrace a leadership style rooted in unity and strategic collaboration, much like Lord Rama's inclusive alliance-building. Build coalitions of like-minded nations that support rules-based, equitable trade. These alliances can help counterbalance protectionist policies and ensure that global trade remains stable and fair. Leverage multilateral platforms such as the World Trade Organisation (WTO), G20, and regional trade blocs like the European Union, ASEAN, RCEP, and BRICS to present a united front in trade negotiations and disputes. Such coalitions can also help in reforming global trade rules, ensuring they are better aligned with 21st-century economic realities while preserving transparency, reciprocity, and fairness.

6.1.4. Relationship building

According to Valmiki's Ramayana (2023d)
"After duly ascertaining the relative strength and weakness of you both, on hearing the cause of this antagonism, O monkey, I shall forthwith provide relief to you (in the shape of Bali's destruction)" (Verse 42, p. 961)
The above verse clearly depicts the rational approach of Lod Rama that signifies understanding the relative strengths and weaknesses of both parties before taking a further step, which is a crucial element of emotional intelligence. On the other side, it also shows deep respect and empathy for his friend Sugriva, as well as highlights the significance of patience and judgment skills that boost relationships.
According to Valmiki's Ramayana (2023e)
"Like the onrush of water(flowing in streams) during the monsoon, my indignation, which is already strong and shakes my heart, grows hearing about you being insulted" (Verse 43, p. 961).
Here, Rama's heart shakes with anger and sorrow as he hears about the ill-treatment of his ally. His consideration and empathy for Sugriva's sufferings are clear.
Practical Implications: If one country, like the U.S., imposes tariffs, it's crucial to have a clear exit strategy for de-escalation and reconciliation once the reasons for the tariffs are addressed. Just as Lord Rama promises to relieve Sugriva's suffering after understanding the cause of the conflict, trade nations need to ensure that tariffs are used as a tool for negotiation, not as a permanent solution. Relief, in this case, might come from mutual concession or an eventual return to free trade once the core issues (such as intellectual property rights, unfair trade practices, etc.) are resolved.

6.2. Ethical leadership

Dr. Bill Grace, the founder of the Centre of Ethical Leadership, propounded the 4-V model of ethical leadership. This model comprises four elements: value, vision, virtue, and voice. Thus, the effectiveness of leaders is assessed by understanding the means leaders use to achieve their goals as well as the content of those goals (Robins, Judge & Vohra, 2022). It advocates strong moral principles even at the cost of its own profit.
Ethical Leadership shown by Sri Rama: According to Valmiki's Ramayana (2023f), the following verses establish the ethical style of leadership exercised by Sri Rama
"Bali by name is my elder brother, capable of exterminating his foes. He was held in great esteem by our father and likewise made much of by me too in the past." (Verse 1, p.982)
"Saying so, the monkey Bali, for his part, from whom all senses of shame had departed, banished me then and there with a single piece of cloth, stripping me of all my possessions."
"Expelled by him and deprived of my wife too, O scion of Raghu, I ranged the whole earth with its forests and oceans for fear of him."(Verse 26 and 27, p.966)
Sri Rama very well shows an ethical style of leadership when he chooses Sugriv as his friend to fight Ravana, who has abducted Rama's beloved wife. Even though Sugriv's brother Bali was more powerful and had won a battle with Ravana. Rama has chosen Sugriv as he was ethical and morally right.
According to Valmiki's Ramayana (2023g)
"Having promised a boon to me as though you had perpetrated a sin, why are you lying dejected on the floor? You ought to keep to the bounds of morality set up by your forefathers." (Verse 2, p. 342)
Herein, Kaikeyi, stepmother of Sri Rama, reminds Dasaratha to fulfil his three promises. She insisted that in no situation can a Raghuvanshi back away from his promises. To keep his father's promise, Sri Rama honoured the boon given by his father to his stepmother and, in no time, fulfilled his father's promise.
Practical Implications: Despite the unilateral, punitive tariff from Trump, India hasn't burned bridges. It has continued dialogue, offered tariff adjustments on some USA goods (like high-end bikes, whiskey), and pressed for a bilateral trade agreement. This mirrors dharmic patience and restraint often shown by characters like Lord Rama, seeking resolution, not vengeance. On the other side, India channels its energy into de-escalation, diversification, and strategic partnerships such as the EU, EFTA, and the Global South (Boston Consulting Group, 2025)

6.3. Transformational leadership

According to Burns (1978), transformational leadership occurs when a leader engages with a follower in such a way that both parties are raised to higher levels of motivation and morality with a common purpose. Transformational leaders exhibit charisma, encourage followers to question their own way of doing things, and treat followers differently but equitably based on their followers' needs (Bass and Avolio, 1994).
According to Bass (1985), transformational leadership has four dimensions, also known as the 4I's of transformational leadership.

6.3.1. Inspirational motivation (IM)

This dimension is reflected by behaviours that provide meaning and challenge to followers' work. It includes behaviours that articulate clear expectations and demonstrate commitment to overall organisational goals, and arouse a team spirit through enthusiasm and optimism. Krishnan (2000) asserts that inspirational leadership also involves envisioning a desired future state, making the followers see that vision, and showing followers how to get to that state. Envisioning is translating intentions into realities by communicating that vision to others to gain their support, as the right vision attracts commitment, energises people, creates meaning, and establishes a standard of excellence (Muniapan, 2007a). Vision inspires followers to transcend the outcome and get people to commit voluntarily and completely to something worthwhile.
Inspirational Motivation shown by Rama: After killing Bali, the elder brother of Sugriv, for his sins. Angad, son of Bali, was unsure of his future despite being in the army of Rama. Understanding his fears and agony, Rama inspired him by calling him the Yuvraj of Kishkindha and raising him to a higher level. He envisioned a great future for his followers and communicated to them, which further satisfied their self-esteem and self-actualisation needs. Also, he has given an important assignment to Angad by sending him as the peace emissary to Lanka before the war.

Practical Implications: Just as Angad, the country's exporters are affected by Trump's tariff move. India is following the footsteps of Lord Rama and providing relief packages for its exporters, thereby securing jobs. On the other side, it has reduced the GST rates to support the common man (Vivek, 2025).

6.3.2. Idealised influence (II)

It incorporates actions or behaviour that lead to gaining faith, confidence, and regard or admiration of disciples, team, or followers. Hence, these leaders practice self-discipline, have a high regard for moral values, and their decisions and actions entail the true combination of ethics, logic, and humanity.
Idealised Influence Shown by Sri Rama: In Ayodhyakanda verses 31 and 32, Rama is shown as one who chooses the right path and keeps his father's promise above everything. Despite being persuaded by his brother Bharata, his guru, and his mother Kaushalya, who prayed for him to come back from exile for the sake of Ayodhya's people.
According to Valmiki's Ramayana (2023h)
"Bharta said, "I implore you with my head bent low: pray, take pity on me as well as on your kinsfolk even as Lord Siva, the supreme Deity, does on all created beings."
"Else, if setting aside my request, you proceed from this place to a forest alone, I too shall depart with you."(Verse 31 & 32, p. 671-672)
Rama shows idealised influence by keeping his promise despite being persuaded by his brother Bharata.
Practical Implications: Like Rama, who upheld principle (dharma) even when it was personally costly and emotionally difficult, India chose a path of strategic autonomy and dignity in trade — responding with measured retaliation, resisting pressure to bend hastily to U.S. demands, and instead seeking resolution through rule-based systems like the WTO.

6.3.3. Intellectual stimulation (IS)

Intellectual stimulation considers the formation of an open culture or environment for the smooth flow of ideas and a rational thinking approach from the followers. Northouse (2007) mentions that intellectual stimulation boosts followers to think out of the box, which makes them careful while solving the problem.
Intellectual Stimulation shown by Jambavan, one of the followers of Rama: When Angad, one of the members of Rama's army, asked who among them would be able to leap to cross the Indian Ocean dividing India and Sri Lanka to search for Sita. No one could take such a big leap. At that time, Jambavan reminded Hanuman about his powers. He told Hanuman that he can easily take up to 24000 miles, being born to the wind-God. Apart from this, he has been granted the boon of invulnerability by the creator Brahma. He also made him realise that Indra conferred another boon that death would come to you when you wish. Encouraged by Jambavan, the monkey chief, Hanuman expanded his form, recharged with energy, to exhibit his extraordinary strength to accomplish the mission (Vamiki's Ramayana, 2023i).
Practical Implications: "Mueller-Glissmann instead advises investors to look to the traditional safe havens of the Yen and Swiss Franc as well as gold, option overlays, and regional and style diversification for effective recession hedges"(Nathan, 2025, p.3). Thus, the above lines beautifully indicate that every single member in the team performs the work of a leader meticulously and assumes maturity to such an extent that no difference is left between the leader and his team or followers. Jambavan has reached the maturity level and, in turn, was able to stimulate his team members through intellectual stimulation.

6.3.4. Individualised consideration (IC)

This is reflected by leaders listening attentively to the opinion and feedback of their followers and paying special attention to the followers' need for achievement and growth (Muniapan, 2007b)
Individualised Consideration exhibited by Rama: During Yuddhakanda, when Vibhisan, the younger brother of Ravana, was insulted by Ravana as he was persuaded by him to restore Sita to his husband Rama.
Valmiki's Ramayana (2023j) states
"Rebuked in these harsh words, Vibhisan, who had spoken what is right, rose in the airspace, mace in hand, along with four other ogres, his ministers" (Verse 17, p. 342)
Rama accepted him as his man after consultation with his army and indeed promised and declared him to become the king of Lanka. Rama was assured that Ravana would not be spared, and after killing him, Vibhishana would be crowned as the king.
Thus, it highlights how Rama paid attention to everyone's needs and endeavoured to take the individual to fulfil his self-actualisation need even though he (Vibhisan) is still struggling with his physiological need, as is being described in Abraham Maslow's Need Hierarchy Theory.
Practical Implications: India is promoting fair trade and warning against aggressive unilateral tariffs just as Vibhishana spoke what is right. Just as Ravana rebuked Vibhishana in the same way, at present, the Trump administration is rejecting India's positions and cooperation on trade matters. India is shifting trade alliances (toward the EU, ASEAN, etc.) or asserting itself independently, the way Vibhishana rose in the air in Ramayana. Here, India's departure symbolizes the loss of internal wisdom, strength, and potential allies due to egoistic leadership.

6.4. A unique style of leadership

Rama is a theist by birth, therefore he always worships god to take their blessings on many occasions, and he never shies away from showing this behaviour to his followers.
He worshipped Lord Shiva to absolve any sins that he might commit during his war against the demon king Ravana in Sri Lanka. He installed and worshiped Lingam, which is an icon of Shiva, to absolve himself of the sin of Brahmahatya while killing Brahman. ("Rāma's Sin of Brahma-hatyā," 2020). Rama always recognises the effort of his followers. During the construction of the bridge, not his army but all the creatures gave their best foot for its construction. At that time, little squirrel was also doing her best by rolling herself in sand and then shaking sand from her body. Thus, in her small way, she was working for the bridge of Rama by putting in sand" (Rao, n.d., p. 250). Rama indeed stroked the squirrel on its back and recognised its effort. This, in turn, depicts one of the qualities of a leader.
Practical Implications: India's strategy resembled Rama's bridge-building scene closely:
It is inclusive as all the parties, such as MSMEs, farmers, exporters, policy experts, and diplomats, pitched in. It is more coordinated in the sense that it provides immediate relief to long-term trade diversification. Lastly, it is purposeful as it is guided by resilience, adaptability, and dignity—a bridge to stability amid global shocks. It is corroborated by the following news item: "The Pharmaceuticals Export Promotion Council of India (Pharmexcil) also plans to push for sales of finished goods to China to bridge the trade deficit, the officials said"(Roy,

2025, para 2). Apart from this, the TEPA (Trade and Economic Partnership Agreement) with the European Free Trade Association (Iceland, Liechtenstein, Norway, Switzerland) has been ratified by Switzerland and is expected to be operational from October 2025. This gives preferential access for some goods and is expected to bring in investments. (Rao, 2025). Just as every creature contributed to Rama's bridge, India's response to U.S. tariffs was built on the combined effort of its farmers, MSMEs, exporters, policymakers, and diplomats—united in purpose and strength.

7. Future Research Agenda

This section highlights the research gaps that future studies can aim to address:

- Through thematic analysis, this paper hints that more research is required in the field of political, cultural, gender-based, transformational, and female leadership studies.
- It also shows that there is a dearth of research being carried out in other countries that is essential to understand the role of leadership in its true sense. It would highlight how leadership helps organisations and institutions to survive in different challenging situations.
- The study is limited to bibliometric analysis based on some selected keywords. It is recommended to extend bibliometric analysis using more keywords, advanced techniques, and software.
- However, thematic analysis shows that a systematic literature review has already been conducted on leadership, but still, there is scope if it is conducted with meta-analysis to provide a more comprehensive view of the literature and gaps.
- Co-citation analysis shows the influence of leadership on a variety of journals that indisputably affirms its significance and scope.
- The cross-intersection of Rama's Leadership and India's leadership style during the Trump tariff-war shows a way to reach sustainability during recent economic setbacks.

8. Conclusion

The above analysis depicts Rama not only as a true leader but also as a man of uprightness who has emotional stability, leading by value, patience, team-building skills, trust building, disaster management, management of diversity, ethics, and so on. Hence, in the contemporary world, if Ramayana can contribute to the development of leaders and, in turn, lead to economic, political, and technological well-being of the nation, then it should not be called only a Hindu religious book but a knowledge-enhancing literature. Thus, it contributes to the development and growth of the economy.

Disclosures and Declaration

Data Availability Statement

The datasets generated and/or analysed during the current study are available from the corresponding author upon reasonable request.

Conflict of Interest

The authors have no competing interests to declare that are relevant to the content of this article.

Funding

No funding was received for conducting this research

References

[1] Agbo, F.J., Oyelere, S.S., Suhonen, J.& Tukiainen (2021). Scientific production and thematic breakthroughs in smart learning environments: a bibliometric analysis. *Smart Learn. Environments 8*(1), pp.1-25. https://doi.org/10.1186/s40561-020-00145-4.

[2] Ahmadi, A. A., Biswas, S., & Shukla, A. (2025, August 7). *Trump orders India tariff hike to 50% for buying Russian oil*. BBC News. https://www.bbc.com/news/articles/c1dxr1g4y7yo.

[3] Alshehhia , K. M.., & Awang, S. R. (2025). Trait Emotional Intelligence and Employee Engagement in Gulf Countries: A Bibliometric Perspective. *International Journal of Accounting and Economics Studies*, *12*(4), 84-97. https://doi.org/10.14419/6sz4vb25.

[4] Bass, B.M. (1985). *Leadership and Performance beyond Expectation*. New York, NY: Free Press.

[5] Bass, B.M. and Avolio, B.J. (1994.) *Improving Organizational Effectiveness through Transformational Leadership*. Thousand Oaks, CA: Sage Publications.

[6] Benmira S, Agboola M. (2021). Evolution of Leadership Theory. BMJ Leader; *5*. 3–5. https://doi.org/10.1136/leader-2020-000296.

[7] Boston Consulting Group. (2025, April 22). *In a multipolar world, the Global South finds its moment*. https://www.bcg.com/publications/2025/in-a-multipolar-world-global-south-finds-its-moment.

[8] Burns, J.M. (1978*) Leadership*. New York, NY: Harper and Row.

[9] Esfahani, H., Tavasoli, K., & Jabbarzadeh, A. (2019). Big data and social media: A scientometrics analysis. *International Journal of Data and Network Science*, *3*(3), 145–164. https://doi.org/10.5267/j.ijdns.2019.2.007.

[10] European Commission. (2025, May 19). *The macroeconomic effect of US tariff hikes*. In *Spring 2025 economic forecast*. https://economy-finance.ec.europa.eu/economic-forecast-and-surveys/economic-forecasts/spring-2025-economic-forecast-moderate-growth-amid-global-economic-uncertainty/macroeconomic-effect-us-tariff-hikes_en#uncertainty-and-confidence-shocks.

[11] Goldman, R.P. (1984). The Ramaayana of Valmiki: An Epic of Ancient India: Kiskindhakanda. Princeton University Press. ISBN 978-0-691-06661-5.

[12] Hirsch, J. & Buela-Casal, G. (2014). The meaning of the h-index. *International Journal of Clinical and Health Psychology*. *14*. pp. 161–164. https://doi.org/10.1016/S1697-2600(14)70050-X.

[13] Kaur, J., Vij, M., Chauhan, A.K. (2023a). Intellectual Structure, Themes and Disciplines of Credit Rating Determination by Rating Agencies - A Bibliometric Analysis, *American Journal of Finance and Accounting*, *7*(2), pp. 125-144, https://doi.org/10.1504/AJFA.2023.134711.

[14] Kleminski R, Kazienko P, Kajdanowicz T. (2022). Analysis of Direct Citation, Co-Citation and Bibliographic Coupling in Scientific Topic Identification. *Journal of Information Science*. *48*(3), pp. 349-373. https://doi.org/10.1177/0165551520962775.

[15] Krishnan, V.R. (2000). '*Training programs on leadership: do they really makes a difference?*', Paper presented in the Proceedings of the Seminar on 'Role of HR: A New Agenda', September 2000, Indian Institute of Technology, Delhi. Available at: http://www.geocities.com/rkvenkat/.

[16] Luthans, F. (2011). *Organizational Behavior: An Evidence-based Approach* (13th ed.) McGraw-Hill/Irwin, ISBN: 978-0-07-353035-2.

[17] Moher, D., Liberati, A., Tetzla, J. & Altman, D.G. (2010). Preferred reporting items for systematic reviews and meta-analyses: the PRISMA statement. *International Journal of Surgery*, *8*(5), pp.336–341. https://doi.org/10.1016/j.ijsu.2010.02.007.

[18] Muniapan, B. (2007a). Transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana. *International Journal Indian Culture and Business Management*, *1* (1). 104-115. https://doi.org/10.1504/IJICBM.2007.014473.

[19] Muniapan, B. (2007b). Transformational leadership style demonstrated by Sri Rama in Valmiki Ramayana. *International Journal Indian Culture and Business Management*, *1* (1). Pp. 104-115. https://doi.org/10.1504/IJICBM.2007.014473.

[20] Nathan, A. (2025). *Tariff-induced recession risk* [Report]. Goldman Sachs. https://www.goldmansachs.com/pdfs/insights/goldman-sachs-research/tariff-induced-recession-risk/tariff-induced-recession-risk.pdf.

[21] Northouse, P.G. (2007). *Leadership theory and practice* (4th ed.) Los Angeles. Sage Publications, Inc. retrieved from https://www.researchgate.net/publication/343889507_Transformational_Leadership_and_its_Dimensions_Contributions_in_Organizational_Change_among_Schools.

[22] Rajghatta, C. (2025, August 24). *India hires second lobbying firm in US to fight tariffs*. *The Times of India*. Retrieved [September 5, 2025]insert retrieval date], from https://timesofindia.indiatimes.com/business/india-business/india-hires-second-lobbying-firm-in-us-to-fight-tariffs/articleshow/123486338.cms.

[23] Rāma's sin of Brahma-hatyā: Chapter 47. (2020, August 9). *Wisdom Library*. https://www.wisdomlib.org/hinduism/book/the-skanda-purana/d/doc423615.html

[24] Rao, A. (2025, August 21). *India's FTA Network: Updates in 2025*. India Briefing. Available at https://www.india-briefing.com/news/indias-fta-updates-2025-36271.html india-briefing.com+1.

[25] Rao, A. S. K. (Trans.). (1961). *Raghunath Ramayana* (Originally composed in Telugu by Raja Govindabhatta; Ed. Abhidananda). Patna: Bihar-Rashtra Bhasha Parishad. Accessed fromhttps://archive.org/details/Ranganatha.Ramayana/page/n3/mode/2up?view=theater&q=ram.

[26] Roy, S. (2025, September 4). *India looking beyond US for pharma exports amid tariff tensions*. Reuters. https://www.reuters.com/world/china/india-looking-beyond-us-pharma-exports-amid-tariff-tensions-2025-09-04/?utm_.

[27] Serrat, O. (2017). Understanding and developing emotional intelligence. In: Knowledge Solutions. (pp 329-339). Springer, Singapore. https://doi.org/10.1007/978-981-10-0983-9_37.

[28] Small, H. (1973). Co-citation in the scientific literature: A new measure of the relationship between two documents. *Journal of the American Society for Information Science.24*(4). pp. 265-269. https://doi.org/10.1002/asi.4630240406.

[29] *TOI Business Desk.* (2025, August 30). *India charts strategy to soften 50% US tariff on exports, govt working overtime with stakeholders: CEA Anantha Nageswaran.* The Times of India. Retrieved [August 31, 2025], from https://timesofindia.indiatimes.com/business/india-business/india-charts-strategy-to-soften-50-us-tariff-on-exports-govt-working-overtime-with-stakeholders-cea-anantha-nageswaran/articleshow/123606220.cms.

[30] Tulsidas, G. (2023a) *Ramcharitamanasa*. Sundarakanda. Gita Press Gorakhpur. 1-1199.

[31] Tulsidas, G. (2023b) *Ramcharitamanasa*. Lankakanda. Gita Press Gorakhpur1-1199.

[32] Tulsidas, G. (2023c) *Ramcharitamanasa*. Lankakanda. Gita Press Gorakhpur1-1199.

[33] University of Missouri (2025, March 04). *Measuring Research Impact and Quality*. https://libraryguides.missouri.edu.https://libraryguides.missouri.edu/impact/Hindex.

[34] Valmiki Ramayana, (2023a). *Srimad Valmiki Ramayana Part – 1 Ayodhyakanda*. Gita Press Gorakhpur. pp.1-1168.

[35] Valmiki Ramayana, (2023b). *Srimad Valmiki Ramayana Part – 1 Aranyakanda*. Gita Press Gorakhpur. pp.1-1168.

[36] Valmiki Ramayana, (2023c). *Srimad Valmiki Ramayana Part – 1 Kiskindhakanda.* Gita Press Gorakhpur. pp.1-1168.

[37] Valmiki Ramayana, (2023d). *Srimad Valmiki Ramayana Part – 1 Kiskindhakanda*. Gita Press Gorakhpur. pp.1-1168.

[38] Valmiki Ramayana, (2023e). *Srimad Valmiki Ramayana Part – 1 Kiskindhakanda*. Gita Press Gorakhpur. pp.1-1168.

[39] Valmiki Ramayana, (2023f). *Srimad Valmiki Ramayana Part – 1 Kiskindhakanda*, Gita Press Gorakhpur. pp.1-1168.

[40] Valmiki Ramayana, (2023g). *Srimad Valmiki Ramayana Part – 1 Ayodhyaykanda*. Gita Press Gorakhpur. pp.1-1168.

[41] Valmiki Ramayana, (2023h). *Srimad Valmiki Ramayana Part – 1 Ayodhyaykanda*.. Gita Press Gorakhpur. pp.1-1168.

[42] Valmiki Ramayana, (2023i). *Srimad Valmiki Ramayana Part – 1 Kiskindhakanda*, Gita Press Gorakhpur. pp.1-1168.

[43] Valmiki Ramayana, (2023j). *Srimad Valmiki Ramayana Part – 1 Yuddhakanda*, Gita Press Gorakhpur. pp.1-1168.

[44] Vivek, S. (2025, September 5). *Government may announce schemes to help exporters hit by Trump tariffs: Sources*. India Today. https://www.indiatoday.in/business/story/exporters-relief-modi-government-schemes-negate-trump-tariff-2782357-2025-09-05.

[45] Vora, N. (2025, September 1). *India rupee hits all-time low on US tariff strain; RBI under the lens*. Reuters. https://www.reuters.com/world/india/india-rupee-hits-all-time-low-us-tariff-strain-rbi-under-lens-2025-09-01/?.

[46] Vu, T-V. (2023). How do Organizations and Employees Perceive and Respond to a Crisis: A Co-citation and Co-word Analysis. *Journal of Scientometric Research*. *12*, pp. 305-320. https://doi.org/10.5530/jscires.12.2.028.

[47] Yaqoub, M., Gao, Z., Ye, X., Al-Kassimi, K., Chen, Z., & Haizhou, W. (2023). Three decades of G localisation research: biometric analysis. *Cogent Social Sciences*, *9*(2). pp. 1-26. https://doi.org/10.1080/23311886.2023.2245239.