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OPTIMIZING ROLE OF LEADERSHIP IN THE GROWTH OF AN ORGANIZATION

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ABSTRACT

The importance of leadership in the facilitation and execution of the knowledge management activities is discussed in this study. Organizations that wish to 'evolve' their culture toward one based on knowledge must have a strong leadership team. The biggest hindrance to knowledge activities has been identified as organisational culture, thus leaders should model the correct behaviours that alter culture in such a way that knowledge workers are able and motivated to create, formalise, transmit, use, and exploit information. Because it involves knowledge workers with particular skills, leading through a knowledge lens has several unique qualities. Only intellectual strength, conviction, persuasion, and interactive discourse can lead them. It requires a strong sense of self-worth and the ability to develop good relationships with others. Consequently, in order for the knowledge organization to achieve its knowledge and business goals, executives must build trust and dedication.

Keywords-Leadership, Organization, Company, Growth

1. INTRODUCTION

The today's society is gradually transforming into acquiring knowledge in relation to the industry and nations economy, as prophesied by P Drucker (2001). Knowledge workers will quickly become the majority of the workforce. Tunick Morello et al (2001) also revealed that according to the Gartner research group, knowledge workers are classified according to the type of information created or applied, value, the scope and potential impact of that knowledge to the organisation. The knowledge workers are pretend to be come under the category 'white collar' occupations. This connection is significantly insufficient.

There are three categories where the Knowledge workers are according to Gartner research: task-based knowledge workers (such as waiters), innovation-focused knowledge (such as composers), and skill-based knowledge workers (such as programmers (Tunick Morello & Caldwell, 2001). A growing number of work roles in organizational levels require high level of experience, skills, knowledge and expertise. The widespread usage of computerisation at all stages, as well as the crucial need to meet the satisfaction of all customers forces workers to analyse and locate data, as well as make quick decisions in assessing their long-term economic implications. In the words of P. Drucker, "The management of knowledge workers must be based on the concept that the organization needs them more than they demand of the organization (2001). In the face of such a change, if not a revolution, we need to proactively and immediately reevaluate and change our beliefs and management tactics. Only then will we be able to inspire and retain key knowledge people. The "framework of business setting solutions" proposed by Davenport et al. (2002) presented a working environment segmentation. A certain degree of freedom about how and where to work "goes a long way to keeping knowledge workers happy" and consequently to make them think they are productive (Davenport et al. 2002). Knowledge workers need an environment in which they can feel comfortable, grow and contribute, and where they can be empowered and have the freedom to be creative. We agree with this approach and believe that a strong culture of knowledge support is necessary to achieve these goals.

Leadership positions in companies have a profound impact on the corporate culture from the very beginning. To begin, the creator (leader) explains his ideas about how a group should be organized and managed (Schein, 1994). Executives will then hire people who are most compatible with the company's current values and ideals. To have a positive impact on workers, a leader's influence needs to be such that when new problems arise, those people immediately turn to their boss for advice. A company's leadership quality has a significant impact on how quickly its culture changes.

Based on the work of McKelvey (1999), Maguire & McKelvey (1999) and others, we propose here a theoretical framework for rethinking leadership in complex adaptive organizations. Our theory is based on the formation of complex adaptive systems and a qualitative case study of a bankrupt organization that has gone through a large and

unexpected transition that ultimately proved useful in reversing its decline. It provided a once in a lifetime opportunity to study our data and closely observe the actions of the organization's leaders who were not involved in the rapid change. The research theme of this study is: 'How can leaders encourage the development of self-organization?'

2. OBJECTIVES

The study has been conducted with the accomplishment of the following objectives:

- a) To study the role of leadership in transforming an association as self-enabling organization
- b) To analyse the role of leadership in knowledge management in an organization.

3. RESEARCH METHODOLOGY

The foundation of this paper is conceptual analysis. As a result, the information was gathered through secondary sources such as journals, books, working papers, articles, and websites.

4. FINDINGS

4.1 ORGANIZATIONAL CULTURE

As Firestone (2003) points out, the term "culture" can be perceived differently by different individuals, therefore it's important to know exactly what it means. Numerous authors have defined the word "organisational culture" in the literature (Ott, 1989; Morris, 1992 and others).

A company's character or personality can also be used to describe an organization's culture. According to Schein, this is how things are done in an organization. The field of application of the organizational culture extends far and wide. Complex, connected, vast and vague pieces make up the whole '(Cameron & Quinn 1998). People who have worked together for a long time are intrinsically linked to the culture, according to all descriptions. During this time they learned to cope and solve problems, as well as develop a sense of community and the ability to work together effectively. The culture of the workplace determines how employees interact with each other and what types of behavior are acceptable, as well as how power and status are divided in the workplace.

4.2 COMPLEX SYSTEMS

As a result of the fact that emergence and ongoing novelty can be found in nature at all scales, features of complex adaptive systems such as emergence and constant novelty have been identified (Prigogine, 1997, p. 55). An important feature of complex adaptive systems is their ability to change their behavior in response to changes in the original circumstances, as well as their ability to do so at the aggregate level. In times of imbalance, the leadership role arises, self-organization is predictable, and behavior arises. Simple cause-and-effect correlations are seldom applied to complex systems, as they are dynamic and non-linear.

4.3 SELF-ENABLING ORGANIZATIONS

Emerging self-organization is indicated by Chiles, Meyer and Hench as the "anchor point phenomenon" of complexity theory, despite the fact that complex systems have many different characteristics (2004, p. 502). Interactions between entities having different patterns at the lower levels of the system provide the structure of the system (Anderson, 1999). Ashmos and Huber (1987). As a result of the behaviors of interdependent agents and the flow of information, rather than a general plan of a central authority, self-organized systems are structured (Chiles et al., 2004).

Organizational actors from both within and outside the company work together to communicate information and engage in various ways, despite their differing goals. A response to yesterday's activity might lead to a new action the next day, and so on. They do this dynamically. When organisations leave the "area of stability" and reach the "zone of complexity," they experience adaptive stress, which leads to emergent self-organization. There are a number of theories on the development of new ideas that contribute to innovation and creativity when organisations are out of balance. (Anderson, 1999; Chiles et al., 2004; McKelvey, 1999).

4.4 THE ENABLING ROLE OF LEADERSHIP

The characteristics of complex adaptive systems mentioned above shed light on how novelty occurs in organisations, but they also pose important considerations concerning leadership in

complex adaptive systems. Each of these characteristics demonstrates that leaders are unable to influence or manage change in the same way as suggested by conventional leadership research. To what extent can its leaders predict the future of an organization and to what extent can they drive change in a complex system due to the interactions between its members? Marion and Uhl-Bien (2001) state that good managers know that groups or aggregates of people can benefit from interactions, correlations and uncertainties. Complex leaders facilitate interaction, but do not direct it. On the contrary, they have allowed them to emerge through nonlinear processes (Regine & Lewin, 2000).

4.5 LEADERS AND KNOWLEDGE MANAGEMENT

In his book *The Knowledge Executive*, Cleveland (1985) highlighted the need for strong leadership to successfully manage organizational knowledge. When it comes to managing information and knowledge, leaders have a duty to use teams and communities of people to achieve this. Technology and social networks are the key means by which the leadership role in the management of information and knowledge is developed.

In an organization, knowledge management supports information exchange and defines learning as an ongoing activity. Therefore, learning and knowledge management are interconnected within organizations (López et al., 2004). As Davenport et al. (1998), the process of obtaining, distributing and maximizing the use of a company's knowledge stock is known as "knowledge management". O'Dell and Grayson (1998) describe knowledge management as a method that companies can employ to ensure that the right people are sharing and using the right information at the right time to improve the performance of the organization.

Relationships are the foundation of knowledge leadership, which requires networking, listening and acting on others' information (Kouzes and Posner, 2002). By keeping in touch with employees, building connections, recognizing individual efforts and providing opportunities for growth and development, knowledge leaders inspire participation in the organization.

5. DISCUSSION

5.1 ROLE OF LEADERS IN SELF-ENABLING ORGANIZATIONS

Due to the emergent, self-organizing nature of complex systems, questions always arise about the role of leadership in these organizations. It has long been assumed that the primary role of the leader is to predict the future and guide the organization's operations to achieve it. Because they develop from continuous interactions and self-organization of players within the system, future desirable states are unknown based on complexity research. In this research, the following conclusions have been drawn about the importance of leadership in self-organized systems:

- A) In the first place, leaders in complex systems destroy the organization rather than stabilize it. By generating uncertainty and addressing conflicts in a visible way, executives are guiding the company towards an imbalance rather than establishing an ideal future state and modifying the organization's structure to achieve it.
- B) Complex systems leaders also encourage new ideas. Instead of taking all the credit for original ideas, leaders encourage non-linear interactions between their subordinates.
- C) Leaders in complex systems also encourage new ideas. Instead of assuming complete credit for the original ideas, leaders encourage non-linear interactions among their subordinates.

5.2 LEADERSHIP IN KNOWLEDGE MANAGEMENT

There is still a significant degree of variation in knowledge management practices that cannot simply be explained by the differences in leadership styles.

They did a good job managing all aspects of knowledge management, from its identification and development, to its collection and storage, to its distribution and use. According to this study, most people in the workplace place a high value on controlling others and a low value on nurturing their peers. In other words, task-oriented leadership behaviors outweigh people-oriented leadership behaviors in terms of promoting excellence in the workplace.

From this, we can deduce additional factors / variables outside of organizational leadership that may be important in helping organizations to build well-developed strategies for knowledge management. These unknown variables / factors have a significant influence on the art of knowledge management in organizations, and scientific study is needed to establish their function.

By this I mean that the development, storage, exchange and application of knowledge can only be fully realized if the organization preaches and implements a leadership style that allows people to act and think freely on any matter that is important to the company.

6. CONCLUSION

Take a moment to acknowledge that leaders play an important role in creating and maintaining a culture that encourages and supports knowledge activities. Leaders must first select the right knowledge workers and then inspire them and their colleagues to share and use information to fulfill their roles more effectively, quickly, and creatively. Leaders must cultivate an environment of mutual respect and openness. It is essential that they possess a diverse set of skills, and their authority must come from both their professional experience and their personal charisma.

Workers in knowledge societies need to believe that their leaders are actively involved in promoting knowledge-based activities and that these efforts are recognized and appreciated. Building trust among employees and fostering communication for the exchange of information is a primary responsibility of knowledge leaders. They are also expected to encourage risk-taking and question the way knowledge workers function. They should devote their time and attention to knowledge-related activities and concerns. Knowledge workers will not look at or follow you as role models if you don't live the KM discourse..

A model of organizational change has been developed on the basis of Burke and Litwin's "Causal Model of Organizational Change" (1992) and Robbins's "Planned Organizational Change Model" (1993). Whereas Burke and Litwin's causal model described the "what" of organizational change, Robbins showed the "how" of change. One of the objectives is to show vision and strategy as organizational qualities due to their relevance in organizational theory and practice. Due to the complexity of the real world, which is considerably more than any model can capture, it has been decided, like Burke and Litwin, not to use causal matrices to represent the interactions between organizational components (Burke and Litwin, 1992). Those in charge of managing change need to have a model that is easy to follow and understand..

Organizational learning can be stimulated by leaders who encourage and empower employees to continually learn, use shared knowledge for problem solving, and share

information with others, among other things. Leaders will have to put in a lot of time and effort if they want to implement a new style of leadership. Consequently, the various knowledge activities of an organization will be facilitated and supported by a culture that supports knowledge. As knowledge-based culture grows stronger and more accepted, employee behavior will change.

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