Improving the Contribution of Leadership to Organizational Development: A Systematic Study based on the Human Perceptions towards Leadership

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ABSTRACT

An organisation is a social and economic group that assigns duties to achieve a common objective. It is systematically organised and run to continuously seek group objectives. Each and every business has a management structure that establishes the connections between roles and responsibilities, divides and delegated roles, responsibilities, and authority to carry out certain tasks. The function of leadership in facilitating and carrying out knowledge management activities is examined in this study. This study used a comprehensive literature review as its technique. Since knowledge workers' expertise is needed, leading through a knowledge lens has several unique characteristics. Only those with firm beliefs, convincing arguments, and open minds can lead them. It is necessary to have a healthy ego and social abilities in order to have deep relationships with others. This study suggests that in order to achieve the organization's knowledge and business goals, knowledge organisations' leaders must cultivate a climate of trust and commitment.

Keywords- Leadership, Organization, Company, Growth, Organizational Development.

1. INTRODUCTION

P. Drucker said, "modern culture is gradually amassing specialised and nationalised bodies of knowledge" (2001). In the near future, specialists will dominate the workforce. Tunick Morello et al. (2001) suggest categorising knowledge workers based on the information they create or apply. Information workers wear white shirts, according to popular belief. Internet problems.

Gartner classifies knowledge economy workers as task-based (waiters), innovation-focused (composers), or skill-based (programmers) (Tunick Morello & Caldwell, 2001). As a company's obligations grow, so do its competency requirements. As a result of significant computerization and the need to please all customers, staff are continually under pressure to analyse and retrieve data and make quick judgements based on long-term economic repercussions. "The organisation needs knowledge workers more than they need the organisation" say Drucker, Shakya, and co-authors (2021). (2001). This drastic transformation requires us to reevaluate and adjust our management approaches. Then critical personnel may be motivated and retained. 2002's Davenport et al. segmented model "context-based framework solutions Knowledge workers may be happier if they can choose their own work schedules and priorities "efficient (Davenport et al. 2002). According to research, knowledge workers need a location to study, collaborate, feel empowered, and generate original material (Kulkarni and Yadav, 2021). We assume you agree that a robust culture of knowledge support is vital. The organisational development can be illustrated in figure 1.

Figure 1: Organisational Development

A company's culture is shaped by its leaders. Leader/creator teaches group management (Schein, 1994). Managers choose employees who support the company's goals and beliefs. D. A. S. (2021). When followers turn to a leader for help when issues emerge, their impact is greatest. Leadership quality directly affects an organization's pace of cultural change. The role of Leadership in Organisational development can be explained by using the following figure2.
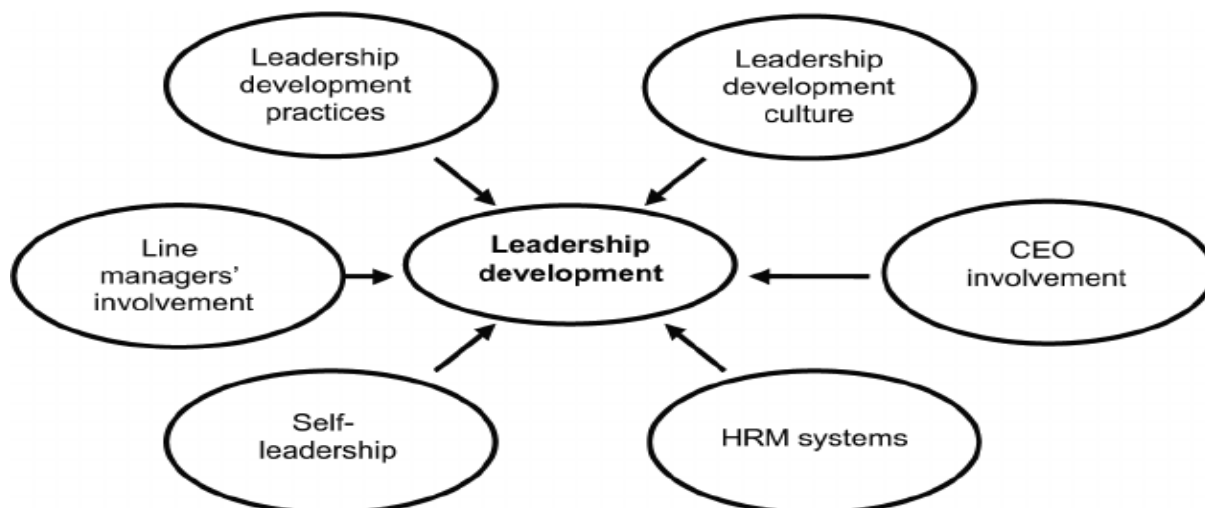
Figure 2: Leadership and Organisational Development

This study presents a new paradigm for considering leadership in complex adaptive organisations based on McKelvey's (1999) work. Our hypothesis is based on complex adaptive systems and a qualitative case study of a failed firm that underwent a drastic upheaval. This was a once-in-a-lifetime chance for Kumar and B.J. (2021) to review our data and observe non-participating leaders throughout the quick transition. This study focuses on leader-facilitated 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 OF THE RESEARCH

The findings of this research can be explained by using the following data.

4.1 ORGANIZATIONAL CULTURE

According to Firestone (2003), "culture" may be interpreted differently by various people. Many writers have defined "organisational culture" (Ott, 1989; Morris, 1992 and others).

A company's personality may characterise its culture. Schein says that's how organisations operate. Organizational culture's applications are vast. The entire is complex, huge, and hazy (Cameron & Quinn 1998). According to all definitions, longtimecoworkers are integral to the culture. They learnt to cope, solve issues, and work together throughout this period. The workplace culture defines how workers interact, what conduct is acceptable, and how power and status are distributed.

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 called the "anchor point phenomenon" in complexity theory by Chiles, Meyer, and Hench (2004, p. 502). Lower-level interactions between entities with various patterns give system structure (Anderson, 1999). Ashmos/Huber (1987). Self-organized systems are structured by interdependent individuals' behaviour and information flow, not a central strategy (Chiles et al., 2004).

Internal and external organisational actors interact and participate despite having different aims. Yesterday's action may lead to tomorrow's, and so on. Dynamic. When organisations leave the "area of stability" for the "zone of complexity," adaptive stress leads to emergent self-organization. There are several perspectives on invention and creativity in out-of-balance organisations. Anderson (1999); Chiles et al. (2004); McKelvey (1999).

4.4 THE ENABLING ROLE OF LEADERSHIP

Leaders are unable to influence or manage change in the same way as suggested by conventional leadership research. 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. The leadership can be explained using two concepts: Managerial and operational explained in Table 1.

OPERATIONAL LEADERSHIP	MANAGERIAL LEADERSHIP
• Ensuring that organizational processes are effectively carried out on a day-to-day basis • Monitoring performance • Addressing constraints • Ensuring that employees understand what is to be done and are provided with the authority, knowledge, and skills to do it.	• Define the overall vision and mission of an organization • Develop strategies, systems, and structures to achieve the vision and mission • Create both technical and social systems that are effectively integrated, and which address the needs of both customers and employees

Table 1: Leadership in Organisations

4.5 LEADERS AND KNOWLEDGE MANAGEMENT

Managing an organization's knowledge requires decisive leadership, according to Cleveland (1985). To effectively manage data and expertise, leaders need tap into the power of teams and online communities. Leadership in information and knowledge management may be strengthened via the use of technology and social networks.

Information sharing and employee education are both aided by effective knowledge management in an organisation. There is a connection between education and knowledge management (López et al., 2004). Simply put, "knowledge management" refers to the steps taken by an organisation to amass, disseminate, and maximise its store of information. Organizational performance may be improved via knowledge management if relevant information is shared and used by the appropriate individuals at the right time. In Mittal and Agrawal (2021).

Connecting with people, paying attention to what they have to say, and taking their advice are all crucial aspects of knowledge leadership (Kouzes and Posner, 2002). Knowledge leaders encourage participation by keeping in touch, building connections, recognising efforts, and providing opportunities for advancement.

5. DISCUSSION
The discussions of the study can be explained using the following headings:

5.1 ROLE OF LEADERS IN SELF-ENABLING ORGANIZATIONS

By creating ambiguity and addressing disagreements publicly, CEOs are steering the firm towards an imbalance rather than setting an ideal future state and adjusting the organization's structure. Complex system leaders damage rather than stabilise the organisation. Leaders promote non-linear interactions amongst subordinates instead of seeking credit for unique ideas. Table 2 below shoes the difference between Leadership and Management.

Generic leadership	Generic management
Leaders create visions for change and movement.	Managers anticipate change and adapt to it, but they do not create it.
Leaders frequently seek to influence others.	Managers mostly pursue order and stability through the development and control of standard operating procedures.
Leaders create new patterns of action and belief systems.	Managers protect stabilised patterns and beliefs.
Leadership is usually a 'multidirectional influence relationship'.	Management is usually a 'unidirectional authority relationship'.
Leaders mostly attempt to develop mutual/shared purposes and goals.	Managers are frequently driven to coordinate activities in order to get the job done.
Leaders mostly aim to shape ideas instead of responding to them.	Managers mostly act to solve problems and limit choices.
Leaders are frequently emotionally active and involved.	Managers mostly have low emotional involvement.

Table 2: Difference Between Leadership and Management

5.2 LEADERSHIP IN KNOWLEDGE MANAGEMENT

Variation in knowledge management approaches can't be explained by leadership styles alone.

They managed knowledge well from identification and development through collection, storage, dissemination, and utilisation. According to this survey, most workers favour managing others above nurturing colleagues. Task-oriented leadership behaviours promote workplace excellence more than people-oriented ones.

This suggests that elements outside of organisational leadership may be essential in helping firms adopt knowledge management systems. These unknown variables / elements affect the art of knowledge management in businesses, and their role needs to be studied.

The creation, storage, interchange, and application of knowledge can only be fully achieved if the organisation preaches and executes a leadership style that empowers individuals to act and think freely on company-important matters.

6. CONCLUSION

Knowledge-based businesses are backed by leaders. Leaders must choose and inspire knowledgeable individuals to share and use knowledge in order to complete tasks effectively, quickly, and creatively. Promote openness and courtesy. They must be affected by professional and personal qualities. Employees in knowledge societies must believe that leaders value their knowledge. Leaders must promote employee trust and information sharing. Knowledge workers and taking risks should be promoted. Put knowledge first. KM will draw in knowledgeable workers.

A change model was inspired by "Causal Model of Organizational Change" (1992) and "Planned Organizational Change Model" (1993). Important organisational characteristics include vision and strategy. Causal matrices are unable to capture the linkages between organisational components due to real-world complexity (Burke and Litwin, 1992). Change agents require a model. Organizational learning may grow when leaders promote learning, use common knowledge to solve issues, and communicate. alter the leadership styles. Organizational knowledge is promoted by a culture that supports knowledge. Knowing influences how an employee behaves.

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