

Managing the smart workforce and need for non-traditional leadership styles: Literature review from the perspective of practitioner

Naushad Alam *

Puja Sareen [†]

Amity Business School

Amity University

Noida

Uttar Pradesh

India

Asma Zaheer [§]

Department of Marketing

King Abdulaziz University

Jeddah

Saudi Arabia

Abstract

Leadership is simpler than actually executed or operationalized in actual organizational settings. Despite leadership theories, frameworks and conceptual approaches, the organizational failure rate is still the high. This certainly points to growing reality that something needs to be reviewed. The concurrence of failures strictly points to the reality that all is not well. Leadership and organizational resilience nexus are age old and needs serious review. The research hence addresses the diverse notions of leadership-organizational failure nexus and presents discussion regarding the possible tools of leadership and explores the leadership styles as fueling real organizational potential for effective organizational performance. The research deduced that selective styles seem more relevant in view of timely realization of business goals and objectives.

Subject Classification: 20-00, 20-06.

Keywords: Leadership style, Organizational failure, Dynamic capabilities, Technology, Organizational resilience, MIS, Smart workforce, Organizational performance, Revenue oriented organizations.

*E-mail: naushada333@gmail.com (Corresponding Author)

[†]E-mail: psareen@amity.edu

[§]E-mail: ameraj@kau.edu.sa

1. Introduction

The challenges to leadership in Indian industry are immense. In order to retain leadership (Charan, 2022), technology enabled and revenue-oriented organizations need to consistently replace their core competencies, need to reflect on team-based decision making instead of hierarchal structures, as well as need to build the organization from inside-out to outside-in. The contingent requirements for either adapting or dying, need for search for new dynamic and core competencies; seem to usher in the need for novel and innovative approaches to leadership development (Hill & Telards, 2022) in financial intermediation sphere.

1.1 *Evolving challenge of leadership*

The leadership challenge is real and in the hours of crises, the leadership innovation is more required than ever. The methods that worked in the past may not lead to the goals that are being devised and aspired. The leadership needs to look beyond existing means towards the ability to unleash the talents and potentials and leverage them in order to create a better and more performing organization. The challenges to traditional leadership in technology enabled and revenue oriented organizations in particular are real as the manner in which financial products are being delivered to people is undergoing change.

1.2 *What lies ahead*

The matter involves not only re-skilling existing employees yet to look beyond the margins to experiment with new business models in which operational leadership and industry leadership can be attained with existing employees, human resources and market-based assets and resources. The individual learning curves, extent of scalability of existing business and learning infrastructure needs to be examined fresh and leadership sustainability needs a fresh consideration with nurturing of sufficient talent developers (Hu et al., 2021). The team-based decision making, in-house talent utilizers and developers need a fresh review. Leadership as a matter of academic research attracts extensive research attention and the same needs to be more practical on the ground. There are reported instances of gross organizational failure to achieve the business goals despite presence of tiered leadership and significant exposure to numerous leadership philosophies. The organizational failures to adapt, to forecast, to act on market information and to tap and assimilate knowledge;

often emerges on account of inability of the leadership in the organization to act effectively with regard to internal and external triggers. In terms of structural arrangements, the CEO, the board members, top management personals seem liable yet the fault seemingly lies with the practices, the protocols, the management information systems, articulation of corporate interest and the dynamics of internal and external incentives for the agents to act in the manner that best represents organizational survival and resilience. The existing leadership's lack of signal detection, misguided smart resource allocations under the environment of uncertainty, asymmetrical information as well as disjoint communications with the external and internal stakeholders seem to derail the organizational leadership clout. The personal biases, cognitions and dispositions at leader's end seem to lead to chaos and turbulence. The short termism, metal models and timid mentality seems to be guiding the state of affairs. Undoubtedly, the gross failures of organizations, points to extensive loss of leadership in organizational perspective as such. There is recorded evidence that organizations fail (Garicano & Rayo, 2016) due to incentive problems (agents do not want to act in in the organization's interest) or on account of bounded rationality problems (agents do not have the necessary information to do so). The leadership as prevailing in the incumbent organization, extent of short termism, extent of communication failures on account of incentive misalignments, inability to overcome the personal vested interests; do seem to matter extensively in shaping survival or failure of organization. The literature on the subject exists as fragmented and often in form of divergent nature. As such it makes sense to explore the leadership crisis as brewing in the industry and address rightly to the effective organizational performance.

2. Research Objectives

The research in general seeks to seek answers to the questions mentioned below:

Research Question 1: Which factors shape the leadership derived push for individual and organizational dynamism and capabilities in technology enabled organizations in India across young and smart workforce?

The research question classifies the possible leadership inventories and prospective factors that could classify as the individual dynamic capabilities and organizational dynamic capabilities. The leadership inventory and collection of diverse styles seem to possess distinct

influences across shaping of the individual and organizational dynamic capabilities, that collectively impinge upon the organizational performance in technology enabled and revenue oriented sector. The research question hence caters to the classification of the appropriate factors that possibly shapes the individual and organizational dynamism in technology enabled workplaces in technology enabled and revenue-oriented perspective. The young and clever workforce management is a serious research issue and factor classification will be in context of such a segment.

Research Question 2: Is there scope for linkage between leadership compliance style and harnessed individual competencies and traits?

The harnessed individual and organizational dynamism involving the young and clever, technology driven workforce; will bear a relationship with the prevailing leadership style. The research question hence delves on the theoretical and conceptual background of the possible relationship between prevailing leadership impetus and the shaping of the dynamic capabilities at individual and organizational culture level. This could be tantamount to observing the leadership style as a strategic job resource that could support and facilitate the harnessing of selective and strategic dynamic capabilities at the level of individual employee and at the level of organizational culture (Demerouti & Bakker, 2018). As per Bakker's Job Demands Resources (JDR) Model (Bakker & Demerouti, 2017), the leadership is a strategic job resource and pattern of leadership does considerably shapes the job crafting, job attributes, individual notions, individual perceptions as well as organizational culture for outcomes and levels of productivity and performance (Tummers & Bakker, 2021).

Research Question 3: Does the leadership style inculcate the organizational dynamic capabilities that impact the young employee's leadership compliance prospects?

The research question addresses the scope for the possible relationship across leadership style and prospective development of the dynamic capabilities. As per Teece's framework on dynamic capabilities, the stimulus from organizational leadership is essential to drive the scope for individual and organizational resource development (Liu, Yu, & Wu, 2019), (Schoemaker, Leih, & Teece, 2018). The leadership style and inventory in particular has been observed in literature as inculcating the dynamism and dynamic capabilities in organizational context and in strategic management of human resources (Apascaritei & Elvira, 2022). The research question addresses the relationship across leadership perspective as inculcating the scope for organizational change, organizational dynamisms and potential enhancement with strategic leverage of human

resources at individual and organizational levels. The study nestles in the integrative review of SHRM and dynamic capabilities research and imbibes the process model of linkages between HRM and typology of capabilities, implications for individual and organizational practices and organizational resilience and sustainability. As per literature on subject (Apascaritei & Elvira, 2022), HRM derived dynamic capabilities constitute the critical driver of sustainable long term organizational evolution and growth.

Research Question 4: Does technology usage has any impact on the young employee's dynamic capabilities development?

The technology usage and enhancement (Owoseni, Hatsu, & Tolani, 2022) in organizational technology incorporation in basis processes in internal and back-end perspective, seems to possess consequences for dynamization of human resources, youth talent and management of clever workforce as well as consistency of learning. The studies (Peng, Zhang, Yen, & Yang, 2019) on subject attribute the role of information technologies in absorption of dynamic capabilities, impact on competitive performance (Mikalef & Pateli, 2017), and consequences for sustenance and survival prospects. The moderating role of technology (Bienkowska & Tworek, 2021) has been observed as critical in shaping the absorption of the dynamic capabilities and HR driven practices and change based interventions for realization of true organizational potential in technology landscape.

Research Question 5: Is there any possible linkage between organizational dynamic capabilities and organizational performance?

The research emphasizes the exploration of probable relationship between the harnessing of organizational dynamic capabilities and subsequent performance prospects. The studies (Charan, 2022), (Zhou, Zhou, & Jiang, 2017), (Drago, Moura, & Silva, 2023), (Fainshmidt, Pezeshkan, Nair, & Markowski, 2016) on subject reflect extensively on the statistically significant relationship across the dynamic capabilities and performance notions.

3. Methodology

The study required the exhaustive review of existing academic literature on subject and thus relied on the methodology as adopted in earlier studies. For the purpose of extensive literature review, a set of core search terms was identified as: organizational failure, leadership styles, dynamic capabilities, anchors of leadership, contextual conditions of

leadership. The research words were finalized in line with topic and the chosen words were connected with 'AND' and 'OR'. In addition to this, research relied on a four step paper selection criteria. The research relied on a four step paper selection criteria. The paper published in standard publication with global coverage was considered for research. The paper worked out with the theoretical and conceptual approach to the subject matter was considered for the research purpose. The empirical papers with scale development approach were considered for the research and literature review.

4. Theoretical Perspective

The task of managing clever and technology-oriented workforce and ensuring compliance to organizational goals is not an easy task. The theory and literature on subject enlists the contribution of a number of themes, theoretical and conceptual approaches that altogether make a viable research propositions as highlighted here:

Propositions	Supports across literature
Leadership traits	(Baskin, 2022), (Auvinen et al., 2017)
Dynamic capabilities	(Schoemaker et al., 2018), (Liu et al., 2019), (Bednar & Welch, 2020)
Job demands and Resources	(Bakker & Demerouti, 2017), (Liu et al., 2019)
Behavioral approach	(Auvinen et al., 2017), (Ulrich, 1996)
Cognitive approach	(Askin, 2020), (Scharf & Weerda, 2021), (Hu et al., 2021)
Technology readiness	(Manyika, 2017), (Lannotta et al., 2020)
Clever and young youth leadership	(Fries, 2018), (Knight, 2015), (Lannotta et al., 2020), (Gotz, 2021)

5. Review of Literature

5.1 *Understanding smart and young work force and need for non-traditional leadership style*

A study (Goffee & Jones, 2007) defines the clever employees as the ones who are highly talented and possess potential to create disproportional amounts of value from the resources that their employing organization makes available to them. The study further pointed to the rule breaking nature, being over sensitive about their projects, intent to

suffer from knowledge is power syndrome; seek to be unhappy about the review processes as in circulation in the employing organization (Bednar & Welch, 2020). The clever people are known more by their passion rather than their organizations (Constantino, 2022). These set of people possess some intrinsic skills (Lannotta et al., 2020) that are scarce and non-replicable in nature. These segment rarely ever is grateful to colleagues and always expect instant access to the top management and wishes to connect to other clever people (Durth & Gandhi, 2022). These set of workforce (Baskin, 2022) comprises data liberate employees who are comfortable in working with artificial intelligence, machine learning; are open to expectations (Fries, 2018) and value embedment in jobs, are committed to environment and seek high decision making powers in the beginning of career. The class is susceptible to expression of different needs regarding leadership training and often embraces the flat and lean management structure. The segment often values leaders or team leaders who often seek feedback from all employees. As such managing them and leading them often faces the challenge of control sharing (Durth & Gandhi, 2022), ownership sharing and embedment into decision making (Knight, 2015). The growing presence of such segment in technology driven firms is necessitating the adoption of peculiar nontraditional leadership style that can gel well with these class of work force (Goffee & Jones, 2007). The renewed research focus (Lannotta et al., 2020) on smart working in technology enabled technology enabled and revenue oriented organizations has laid emphasis on changing behaviors, on integrating physical and technology mediated interactions and creating shared meanings with young workforce at epicenter (Shekshnia et al., 2018). The socio-technical framework (Bednar & Welch, 2020) enlists the role of the practices in shaping the dependencies across people, technologies and possible co-creation of dynamic open spaces.

5.2 Untapped potential across young technology obsessive workforce

Talent (Hu et al., 2021) has again come to the center stage amidst the ongoing crises and undoubly the focus is on the leadership renewal and revitalization. The work force across modern technology enabled and revenue-oriented organizations (Durth & Gandhi, 2022) needs resilient management models and leadership mechanisms. The manner in which technology enabled and revenue-oriented organizations manage the young work force needs to transform from traditional measures of HR model (Ulrich, 1996) to leadership enabled people management. Young

workforce in revenue-oriented organizations essentially comprise the backbone of revenue oriented organizations based personalization and customization in service delivery yet often faces the challenge of channelization of potential, accommodation across multi-cultural teams and team based knowledge dissemination. Effectively led young employees especially the young middle rung work force could be a competitive asset yet the individual employee attributes, organizational environment in which working and the pattern of leadership being entrusted; all seems to matter in sculpting the true potential. The revenue-oriented organizations based middle rung leadership especially faces immense challenges in channelizing the young employee energies towards mutual and fruitful realization of business goals (Arthur, 1991).

5.3 *Literature on tapping youth's energy*

The first notable work (Goffee & Jones, 2007) on young leadership (the technology obsessive clever young generation) emphasized the focus on leadership style that ensures their effective participation in decision making, ensuring access to higher ups and expect support for private efforts. In nutshell the segment does not want to be led and regard them as smarter than the senior decision makers. The other studies (Hopp & Iravani, 2009) on leading the segment who desire not to be led emphasize the focus on individual attributes and collective work place characteristics that breed respect and mutual trust. The other notable studies (Knight, 2015) on leadership across clever people management (work force management) focuses on the aspects of provision of private space, empathetic behavior, goal orientation and aspects of leanness and agility in official communications (Anderson & Wijk, 2010). In deed clever employees and their management and subsequent task leadership is worth debating and exploring. The research on young and smart work force often refers to their rule breaking nature, being over sensitive about their projects, intent to suffer from knowledge is power syndrome; seek to be unhappy about the review processes as in circulation in the employing organization. The enormous task of leading digitally intelligent people (employees) in organizational perspective (Gotz, 2021) is problematic as these class are often sharp in problem resolution, have the potential to organize themselves and prefer to choose their work leaders on their own and shrug off the responsibility and hierarchies and rigidity in leadership protocols. The problem is global in nature as well regional and industry specific.

5.4 *Exploring new leadership options*

The concept of open management and open leadership (Gotz, 2021) narrows down the discussion to certain commonly acceptable values and virtues like the openness, transparency, empathy, passionate approach to imagination and ideation, appreciation of multiple viewpoints and technology driven inclusiveness (Ghoshal & Bartlett, 1998). The traditional leadership style in revenue-oriented organizations (McCleskey, 2014) is getting obsolete and hierarchal structures are giving way to team based interfaces. Hierarchal leadership styles (Heise, 2019) used to rely on command structures and one way flow of communications, which have become obsolete today. The lesser extent of hierarchy (Askin, 2020) has been observed as related with resilience ability as well as change management potential across organizational perspective altogether (Auvinen et al., 2017). This strongly points to need for consideration of new and novel leadership options or mixtures that could act as organizational resource and catapult the organization to a high performing work culture with active and consistent provision of job resources (Bakker & Demerouti, 2017) in form of leadership style and dynamic capabilities (Schoemaker et al., 2018). The leadership and organizational failure and resilience relationship is old. The organizational crises despite leadership tantrums could be on account of the principal-agency relationship problems. The prevalence of conflict in the goals of the agent and the principal often leads to coordination based challenges and the organizing as a managerial activity and as organizational goal often seems to crumble to pressures. The leader's intent to pursue their own vested interests and explicit managerial misconduct has reportedly triggered organizational crises. The bounded rationality paradigms on the other hand reflect extensively on the role of personal dispositions, knowledge structures, and information processing biases as leading to variant crisis handling and resulting chaos in organizational achievement or under achievement of designated business goals. The extra ordinary dependence of the leaders on self-owned dispositions, personal connotations of the events, personal virtues and values; seem to make them aloof from the reality which often back fires in terms of under achievement of objectives or critical crisis situations. The resource dependency paradigms reflect extensively on the open systems as being influenced by external and macro-level aspects. The individual leader's own intent and inclination to decrease or increase environmental uncertainty and leverage of knowledge and information across technology assets seems to matter. The ethical notions however reflect on the ethics in

the leader’s conduct and hold this responsible for the promotion of select values and aspirations in team and across organizational interface (Figure 1).

Proposed research model

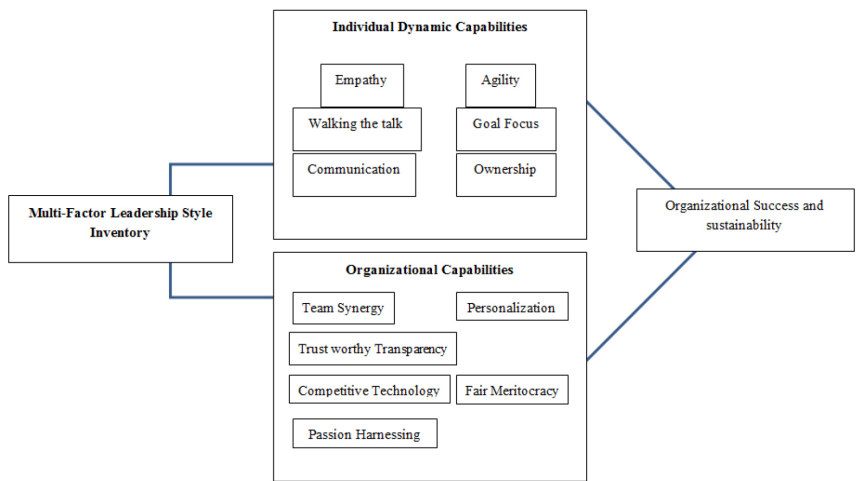


Figure 1
Situational leadership perspective

5.6 Transformational and Transactional Leadership as shaping dynamic capabilities: Theoretical Perspectives with practical approach

5.6.1 Leadership induced dynamism and dynamic capabilities

Leadership induced dynamism and dynamic capabilities seem to evolve hand in hand. The leadership style especially the transactional and transformation has marked evidence of inculcating stringent changes in the individual psyche and preparedness for the work chores in modern technology enabled workplaces. Transactional Leadership style evokes the behaviour of employee towards better task (JIOS,2022). The organizational capabilities (Gotz, 2021) seem to induce an element of team synergy, personalization, trust worthy transparency, environment of fair meritocracy and passion harnessing. A research (WEF, 2016) by World Economic Forum pointed to massive skills and work force disruption in organizations worldwide and observed the incidence of rise of computational, mathematical and data modelling positions as well as

the general managerial requirements with technology usage versatility (Ghoshal & Bartlett, 1998).

5.6.2 Dynamic capabilities and leadership induced dynamisms

Dynamic capabilities and leadership induced dynamisms in organizational working not only enable the organization to adapt to evolving business conditions but also possess the potential to shape the organizational environment for learning and growth (Tummers & Bakker, 2021). The results of a preliminary study done in Indonesian Railway Company indicate several findings, i.e. Lack of superior's attention on their subordinate that leads to conflicts among employees without a proper solution, Different working styles between superiors and subordinates. Dynamic capabilities approach (Teece, 2018) insist that these employee derived dynamic capabilities are not only part of system that includes resources and strategy but also incorporates a larger role of the leadership style especially the transactional and transformational leadership in shaping the capabilities of employees. As per dynamic capabilities theory of firm (Teece(a), 2019), leadership owes a greater and strategic role in the shaping of managerial decisions, manner of processing, sensing, seizing and transforming the opportunities and respectively shaping the levels of profit. Leadership style has been observed as critical in bridging the distance across organization and managerial decision making (Garicano & Rayo, 2016) regarding technology adoption, routes to market share sustenance and effective business modeling (Zhou, Zhou, & Jiang, 2017).

6. Conclusions

The research hence concludes that the leadership challenge is real and in the hours of crises, the leadership innovation is more required than ever. The methods that worked in the past may not lead to the goals that are being devised and aspired. The leadership needs to look beyond existing means towards the ability to unleash the talents and potentials and leverage them in order to create a better and more performing organization. The task of managing clever and technology oriented workforce and ensuring compliance to organizational goals is not an easy task. The harnessed individual and organizational dynamism involving the young and clever, technology driven workforce; will bear a relationship with the prevailing leadership style. As per Teece's framework on dynamic capabilities, the stimulus from organizational leadership is essential to drive the scope

for individual and organizational resource development. HRM derived dynamic capabilities would constitute the critical driver of sustainable long term organizational evolution and growth.

7. Implications

The young workforce's team productivity and smart working have everything in common and need a renewal with apt leadership style. A study across Google (Duhigg, 2016) on young worker's team leadership style, productivity and stimulating leadership style observed that the teams that were interacting consistently under an atmosphere of expression and social sensitivity and without any rigid team interaction guidelines; lead to more consistent performance than the ones under closed interaction regimes. The Google People Analytics (Duhigg, 2016) has always been a keen believer in data analysis and revealed that leadership styles where emphasis was on modeling the right behavior with thrust on 'voice' and 'social sensitivity', and disagreements are encouraged; always lead to more inclusive and balanced decision making and leadership realization. This was observed as opposing the findings from traditional leadership models and style configurations (Karelaia & Heyden, 2020).

7.1 Future Discussions

The future research can be conducted across areas of talent management and capability realization in evolving hybrid organizations, as well as work from home formats. The future research can be conducted across the technology enabled virtual workplaces and need for futuristic nontraditional leadership models which can transform the smart young workforce in order to deliver the expected results and make the organization sustaining amidst competition.

References

- [1] Anderson, J., & Wijk, G. V. Customised executive learning: A business model for the twenty first century. *Journal of Management Development*, 29(6), 545-555 (2010).
- [2] Apascaritei, P., & Elvira, M. M., Dynamizing Human Resources: An integrative view of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32(1), 2-4 (2022).

- [3] Arthur, W. B. Designing economic agents that act like human agents- A behavioral approach to bounded rationality. *American Economic Review*, 81(2), 353-59 (1991).
- [4] Askin, N. In the current crisis, less hierarchical companies show special resilience. *INSEAD Knowledge: Leadership and Organisations*, 28-31 (2020).
- [5] Auvinen, T., Riivari, E., & Sajasalo, P. Lessons learned from Traditional and New Age Leadership. In A. Eskola, *Navigating through changing times: Knowledge work in complex environments*, pp. 103-05 (2017). Taylor and Francis.
- [6] Budhi, Haryanto, Et-al. Cognition Business and Management. Moderating role of Transformational Leadership in the relationship between work- conflict and employee Performance (*Paper citation in JIOS*)
- [7] Bakker, A. B., & Demerouti, E. Job Demands-Resources Theory: Taking stock. *Journal of Occupational Health Psychology*, 22(3), 275-79 (2017).
- [8] Baskin, K., Five traits of the workforce of the future. *MIT Sloan Management Review*, 45-46 (2022).
- [9] Batchelder, Brosman, & Ashwin., The development and validation of the empathy components questionnaire. *PLOS ONE*, 34-35 (2017).
- [10] Bateman, & Snell., *Management: The new competitive landscape*. McGraw Hill (2004).
- [11] Bednar, P. M., & Welch, C., Scoio Technical perspectives on smart working: Creating meaningful and sustainable systems. *Information Systems Frontiers*, 281-89 (2020).
- [12] Bienkowska, A., & Tworek, K., The moderating role of IT in process of shaping organizational performance by dynamic capabilities of controlling. *Applied Sciences*, 11(2), 889 (2021).
- [13] Charan, R., What defines a successful organizations? *Harvard Business Review*, 3-5 (2022).
- [14] Constantino, A. K. (2022, September 21). <https://www.cnn.com/2022/09/21/workers-need-empathetic-flexible-boss-research-indicates.html>. Retrieved January 07, 2023, from Your workplace desperately need this type of boss: <https://www.cnn.com/2022/09/21/workers-need-empathetic-flexible-boss-research-indicates.html>.
- [15] Demerouti, E., & Bakker, A. B. Multiple levels in job demands-resources theory: Implications for employee well being and

- performance. In E. Diener, S. Oishi, & L. Tay, *Handbook of well being*, pp. 2-6 (2018). Salt Lake City: DEF Publishers.
- [16] Diener, F., & Spacek, M., Digital Transformation in Banking: A managerial perspective on barriers to change. *Sustainability*, 3-5 (2021).
- [17] Drago, H. F., Moura, G. L., & Silva, L. S., Reviewing the relationship between organizational performance, dynamic capabilities and strategic behavior. *SN Business and Economics*, 3(5), 1-3 (2023).
- [18] Duhigg, C. (2016). <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>. Retrieved 2023, from What Google Learned From Its Quest to Build the Perfect Team.
- [19] Durth, S., & Gandhi, N., HR's new operating model. *People and Organizational Practice*, 25-26 (2022).
- [20] Erlebach, J., & Pauly, M., The Sun is setting on traditional banking. *BCG Review*, 24-29 (2020).
- [21] Fainshmidt, S., Pezeshkan, A., Nair, A., & Markowski, E., Dynamic capabilities and organizational performance: A meta analytic evaluation. *Journal of Management Studies*, 53(8), 1348-51 (2016).
- [22] Flauto., Walking the talk: The relationship between leadership and communication competence. *The Journal of Leadership Studies*, 6(1/2), 87-89 (1999).
- [23] Fries, K. Seven ways Millennials are changing traditional leadership styles. *Forbes* (2018, January).
- [24] Garicano, & Rayo. Why Organizations fail: Models and Cases. *Journal of Economic Literature*, 138-46 (2016).
- [25] Ghoshal, S., & Bartlett, C. A. *The individualised corporation: A fundamentally new approach to management*. Heinemann (1998).
- [26] Goffee, R., & Jones, G. Leading clever people. *Harvard Business Review*, 1-4 (2007).
- [27] Gotz, T. Digital intelligence at Atos Part One: Successfully leading digitally intelligent people. *Harvard Business Review*, 3-4 (2021).
- [28] Hamel, G., & Breen, B. *The future of Management*. Harvard Business School Press (2007).
- [29] Heise, A. (2019). <https://www.linkedin.com/pulse/why-traditional-leadership-style-doesnt-work-anymore-angela-heise?trk=pulse-article>. Retrieved

2023, from Why the traditional leadership style does not work anymore.

- [30] Hill, L. A., & Telards, E. What makes a great leader? *Harvard Business Review*, 23-24 (2022).
- [31] Hopp, W. J., & Iravani, S. M. Managing white collar work: An operations oriented survey. *Production and Operations Management*, 18(1), 1-32 (2009).
- [32] Hu, H., Jadoul, Q., & Reich, A. How banks can build their future workforce? *McKinsey Quarterly*, 121-23 (2021).
- [33] Karelaia, N., & Heyden, L. V., Leading in wicked times: A radical shift to inquiry, humility and fairness. *INSEAD Knowledge: Working Paper*, 2-5 (2020).
- [34] Kellett, Humphrey, & Sleeth., Empathy and the emergence of task and relations leader. *The Leadership Quarterly*, 17(1), 146-162 (2006).
- [35] Knight, R., How to manage people who are smarter than you. *Harvard Business Review*, 2-4 (2015).
- [36] Lannotta, M., Meret, C., & Marchetti, G., Defining leadership in smart working contexts: A concept synthesis. *Organizational Psychology*, 3-5 (2020).
- [37] Li, F., The digital transformation of business models : A holistic framework and emerging trends. *Technovation*, 92-93(2), 2-5 (2020).
- [38] Liu, L., Yu, B., & Wu, W., The formation and effects of exploitative dynamic capabilities and explorative dynamic capabilities: An empirical study. *Sustainability*, 11(2), 2-11 (2019).
- [39] Manyika, J. Technology, Jobs and the future of Work. *McKinsey Quarterly*, 12-15 (2017).
- [40] McCleskey, J. A., Situational, Transformational and Transactional Leadership and Leadership Development. *Journal of Business Studies Quarterly*, 5(4), 117-119 (2014).
- [41] Mikalef, P., & Pateli, A. Information technology enabled dynamic capabilities and their effect on competitive performance. *Journal of Business Research*, 70(1), 1-16 (2017).
- [42] Owoseni, A., Hatsu, S., & Tolani, A. How do digital technologies influence the dynamic capabilities of micro and small businesses in? *The Electronic Journal of Information Systems in Developing Countries*, 88(2), 3-4 (2022).

- [43] Pager, & Quillian. (2005). Walking the talk? What the employers say versus what they do. *American Sociological Review*, 70(3), 355-380.
- [44] Peng, M. P., Zhang, Z., Yen, H. Y., & Yang, S. M. Dynamic capabilities and firm performance in the High-Tech Industry: Quadratic and moderating effects under different ambidexterity levels. *Sustainability*, 11(18), 2-5 (2019).
- [45] Salas, E., Burke, C. S., & Fowlkes, J. E. Challenges and approaches to understanding leadership efficacy in multi cultural teams. *Cultural Ergonomics*, 4(1), 341-45 (2004).
- [46] Scharf, S., & Weerda, K. How to lead in a hbrid environment. *McKinsey Quarterly*, 34-35 (2021).
- [47] Schoemaker, P. J., Leih, S., & Teece, D. J. Innovation, dynamic capabilities and leadership. *California Management Review*, 2-3 (2018).
- [48] Seema, Nidhi, Ashneet, & Anuj. Transformational leadership and employee performance amid COVID-19 crisis. *Journal of Information and Optimization Sciences (JIOS) review* (2022).