The Role of Management Practices in Business Sustainability in as Era of Technology Disruption
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The Role of E-Leadership Style in Digitalized World for Organization Sustainability

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ABSTRACT

Evolutionary theory states sustainability relies on knowledge turnover. The digital era has drastically scaled high in sharing digital knowledge and skills throughout organization. The role of E-Leadership and its practices is emphasized to enhances the work relationship between organization and employees mediated by technology. Implication of new technology need good strategy integration, for the continuous flows of work. The objective of the study is to identify the role of e-leadership in organization sustainability and how important is Virtual leaders or digital leaders towards organizations during technology disruptions. The study based on empirical research focus in identifying the literatures of past four years to insight the conventions about virtual leaders and derive the outcomes for understanding the strategies. Finally, the study concludes E-leadership as innovation, performance oriented, motivates virtual teams, enhances emotional intelligence for better organization performance and sustainability in digitalized world

Keywords: E-Leadership, Digital Leaders, Virtual Teams, Digital Skills and Technology.

INTRODUCTION

World has evolved phase by phase, humans transformed the entire life style, the urge of customers towards innovative products is extended beyond expectations. Every organization tries to identify a new state of being successful in competitive edge resulting innovative notions in products, business growth rate, implementation of new strategies on all 3Ms like men, machine and material. Apparently, this is all possible when organization compress itself into industrial revolution. As we know four industrial revolution which were the major turning point for the development of technologies. And many of the innovation technology emerged in Great Britain. Industrial 4.0 materialized IoT (Internet of Things) machine to machine communication (M2M) integrated intensified to automation leading to diagnose problems and swift solutions. To incorporate technology and human together for successful vision, leaders are very most important element. We have come across many definitions about leadership and its different styles in particular. Most of the organization follows traditional leadership style and modern leadership style. In digital era lot many technologies have given birth to new buds of digital technologies such like Artificial intelligence, cloud technologies, data analytics, dashboards and so on. Business have moved in real time where leaders have to take quick decision in nanoseconds by using effective technologies, therefore we need leaders who have confidence, ability and knowledge to react spontaneous to problems faced. The introduction of new digital technologies constructs new business models give rise to

modification of organization structure and change management. Increase in usage of communication technologies give rise to digital disruptions. The blend of digital disruptions evolves organization swifts in products, service, customers, cost reductions, individuals' expectations, external environments, internal policies. This conditional leads to emerge E-LEADERS. The digital transformation has disrupted in all the sectors like health care, IT, ITES, government and public sectors

e-leader are those who can combine the traditional managerial skills with the management of information coming from ICT. Avolio at al.,2014:107 sates the definition of E-Leadership " a social influence process embedded in both proximal and distal context mediated by AIT that can produce a change in attitudes , feelings ,thinking Behaviours and performance .This definitions gives the abstract ideas about how a e-leader mediates by ICT .E-leadership skills needs both business knowledge and appropriate utilization of ICT knowledge as well as understand both languages of business and IT . This creates and builds dialogue between people coming from business and IT to drive them towards innovations in markets. E-leadership differentiates and distinguish from successful firm to unsuccessful firms. Firms with e-leadership use IT for development of new application in technologies that is more important for agile and being more competitive. ICT helps in communicating virtual leaders in real time with help of instant messaging, voice over IP, video conferencing, social networks like Facebook, Wass up and Instagram communication networks like internet, cellphones, wireless network and other communication moderators.
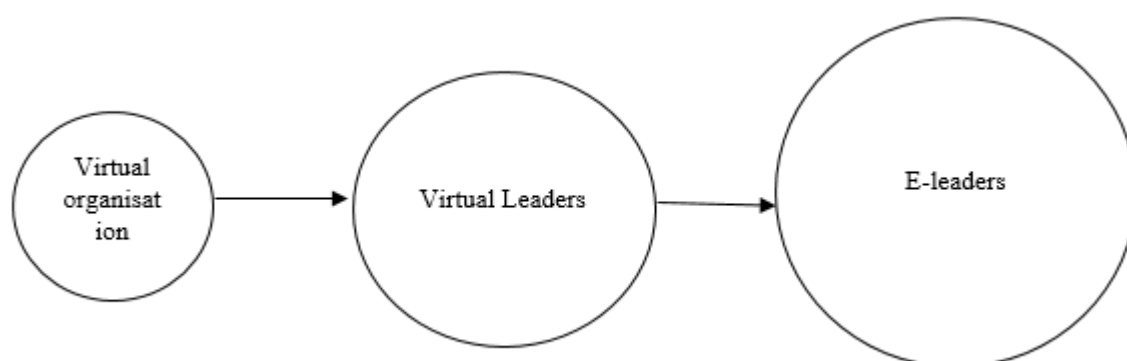
Can e-leaders use all the ICT for better communication and accomplish the task? Off course not. All communications transforms cannot be used, leaders have to focus the appropriate communication technology for dialogues systematically. Usage of time, what type of teams, locations and the very importantly the digital technology, all these dimensions should be kept upfront for any accomplishment of work. E-leaders creates a valuable based virtual team during digital disruptions. Virtual teams are also known as geographical dispersed teams. This are group of people who are geographically dispersed, communicate and work together using the medium of digital tools such as video conference, email, FAX, teleconference. Communication plays a very important role, selecting the right task force for a leader to assign and get the work done is a major task. Virtual teams can induce agile leaders, who adapt and change quickly the quality of work as per customer feedback. As virtual teams work cross-functions it is a biggest challenge for e-leaders to design the culture, envision and find the sweet and spice spots of employee to take organisation to the next level. The relationship between e-leadership style and virtual teams are very compatible but in today's digital competition there is lack of e-leadership skills, most of the organisation are working virtual and digital leaders are to be focused a lot. Organisations must understand the e-leaders 'skills for longevity run and revamp the policies on them

The main objective of the studies focuses on

1.The identify major role of E-leadership towards organisation sustainability

2. The importance of virtual leaders or digital leader in digitalized world

LITERATURE REVIEWS

How E-leaders emerged?

Khawaja Mohammed (2009) The emerging new leaders for the virtual organisation. When organisation has new form of work culture using digital give rise to virtual organisation and the new work environment is called as virtual environment, the emerging leader from e-environment is called as E-Leaders. The logic of emerging e-leaders is from e-environment. The evolution of IT has passed four phase the first is data processing era, MIS era, strategic information era and last e-technology era .The research study conveys e-technologies such as MIS, fax , data processing ,internet ,video conferencing all this forms has given way to form a new organisation structure materialized to E-organisations or E-teams ,both e-tech and e-organisation consecutively creates an new work environment that is called as E-environment . New work environment is where organisation process turns into new applications of digital technologies, new digital work culture. Handling the process of digital work demands a leader for the continuity of business is called e-leadership. The study postulates the evolution of information technology in organisation has passed four stages. The MIS developed the technologies from mainframe to its microprocessor created an operations disruption. Further development of computers aided to use technologies, this remained as a strategic avenue for organisation sustainability. The study brings out an apprehension how e-environment emerged leading to e-leadership. Now its important to know the need of e-leaders in e-environment

E-environment disseminates huge information data and it has to release appropriately to take right decision by the leader. All raw facts to be converted into comprehensive and allocate data for future needs. This needs e-leaders and also e-work environment brings greater work connectivity across the globe. As there is spatial distance, physical face to face communication restricted. It is a biggest challenge to coordinate the work globally, assign work, get the task done, solve problem with spontaneous solutions. E-leaders should manoeuvre on training, apply knowledge and better emotional intelligence is a prerequisite to develop and produce a good virtual team.

Skills and Importance

P.Das Gupta (2011) E-leadership -an literature review states a leaders has same goal to perform , in vast internet facility leader have same goal too no changes , but how effective and efficiently a leader shall communicate using various mode of communication technology to get quality work .What quality inputs needed for e-leader to inspire and enthusiastically work with new employees who have dispersed globally .The study identified few very important skills a) strong networking skills b)communication skills c)written skills d) understanding the state of mind in simple term emotional intelligence e) technological sound. Walvoord et al.,2008; Zaccaro & Bader (2003) employee – employee interaction is emphasized, a better motivation among the virtual teams, create, understand and interact. Interaction skills was identified by Walvoord, more the interaction more the ideas are generated by brain storming. Coerdery et al., (2009) explains some of the skills, like traditional leader skills is also a way to coordinate. Traditional leader traits are using human powers influencing them to tackle decisions. This process of handling team results poor performance because, if leader influences his power teams'

members have short band width to share their ideas or knowledge. The team gets confined with limited ideas and thus accepting all the words said by leaders.

In current scenario traditional leader trait fails to adapt digital work culture. In todays world all the working organisations are transformed to be agile and becoming agility that is quick adaptation of work according to the feedback from customer without any delay in fractions.

Avolio, Kahai and Dodge (2003) the use of E in E-leadership term was represented by the author and defines e-leadership as – a social influence process mediated by AIT (Advanced information technology) to produce a change in attitudes, feelings, thinking, behaviour and or performance with individual, groups and or organisation. The study involves Adaptive Structuration Theory (AST) to understand how leadership adapt themselves to new technologies and their implications. New technologies are said to be competitive weapons, how this weapons to be used by the leaders their implementation a challenge to solve digital problems. Gordon Schmidt (2014) Virtual leadership: An important leadership context. Virtual leaders are looked as improvised communication environment by using social medias some other modes are pictures sharing, google doc, Facebook, skype, google hangouts. Virtual leaders help these processes to happen in encouraging communication, sometimes internal organisation communication network also helps virtual leaders, for instant IBM already have robust internal social networking sites, this site helps virtual leaders to communicate any time, any location among virtual teams. The capabilities of leaders lie how and which type of communication network to be used.

Romanichal Aggarwal (2014) E-leadership -A new and modern style of leadership. Development of information technology has created a barrier to have direct interaction. Leaders have to disseminate information for distance, not only distance employees, but inside the organisation too. The major skill to inculcate a proper training on the current technology has to be given to create a social and economic environment over the internet. A right leadership model yet to establish globally. The study also identifies a global model skill for e-leadership is not suitable for all the business across the world.

Ercan Oztemel & Samet Gursev (2018) Literature review of industry 4.0 and related technologies. Industry 4.0 is also a major part where new digital technologies emerged. Manufacturing industry have rolled the dice from machine manufacturing to digital manufacturing some technologies are machine learning, robotics,3D printers, self-decision-making systems. The digital transformation has evolved the entire manufacturing industry and comparative to IT field, manufacturing is the toughest part to handle the virtual team. Participative and strategic planning skills is major role played by the leaders.

4.0 leadership style - matrix

Birgit Oberer & Alptekin Erkollar (2018) Leadership 4.0:Digital leaders in the age of industry 4.0 .The fourth industrial revolution rapid transformation made organisation to invest on data ,connectivity ,analytics and intelligence .The study creates the 4.0 leadership matrix for digital leaders and digitalization leads to the transformation of process, structure, methods,production,innovative approaches and smart devices .In order to adopt and adapt the new technologies ,design thinking skills can foster the digital culture .The study exhibits 4.0 leadership style matrix which is a behavioural style . This matrix tell that technologies not only influences data but how the business is managed and what type of leadership style used. company which is in to digital it doesn't mean that their leaders are digital, the digital leaders are determined by the type of leadership style used. There are many leadership theories came out like. The Leadership Grid Theory (Blake & Mouton, 1964), The trait theory, the behavioural theory and so on. Some of the essential elements of e-leaders are identified

organisational objectives, objectives are the both medium- and short-term goals that an organisation seek to accomplish. the second element is people, people are the employee working for the same goal who are in same company as well as dispersed globally.

E-leader should have people skills the essential element, when information or data passed to organisation people the capability of leader is to make them understand, make people to accept the data and process for the work. Leader should communicate each and every minute with appropriate network. Each country people have different culture, leaders have to match up those culture. There go a saying people talk about something until it actually happens. The next element is change, change means the movement of process, desire, technology, methods undergo a paradigm shift to the expected performance. Change cannot happen even ever the organisation thinks, it can happen strategically, as industrial revolution brought a big change in industries process from data to digital. This change creates a border wave length in all aspects of the organisation from product to service, from manufacturing to delivery, from employee to customer. The next element is output, when there is a proper input of data to people give away right output. Output is the result, the performance and satisfaction. The other few elements are mistake and conflicts, between input and output there is a gap for performance. All humans are not perfect until and unless they do mistakes. Mistake correct the method of doing things. Conflicts between virtual team members is becoming a big task, there is no direct face to face communication to convince people better, the digital method has created a barrier to resolve the conflict effectively. Conflicts can be resolved digital but it is a slow process. Conflicts make a e-leader to utilize all type understanding and knowledge, interpersonal skills, people skills, decision making skills and other skills too.

The 4.0 leadership matrix was developed based on two dimensions ,on x-axis concern for innovation and technology and on y-axis concern for people ,fresh leader focus on less concern for people and mainly believe in traditional technology having low notion on innovation technology ,Technological leader has high concern on new technology and low concern on people ,Social leader having high concern on people and low concern on technology . Digital leader falls on fourth quadrant, who has high concern on both people and technology and innovations. The 4.0 leadership style for digital leaders are said to be cross-functionalities oriented and cooperative approach with strong innovation.

(Bauer et al.,2015; Singh & jayraman ,2013; Ibarra et al.,2017; Kiel et al.,2017) identified there are four key success factors in industry 4.0 they are innovation, collaboration, integration and interoperability. (castorena et al.,2014; prem,2015; dim & ezeabasili,2015; wang & lu,2016; Harshan 2017) Digital transformation relies on how firms innovate their business model. Erich prem (2015) A digital transformation business model for innovation, research states the characteristics how an organisation can digital transform itself. First is analysing the data, value adding activities, networking previously independent system and direct customer access. Arvind Malhotra, Ann Majchrzak and Benson rosen (2007) Leading virtual teams identifies six leadership practices for an effective team performance. As we know virtual teams are globally dispersed with different culture to establish good relationship between leaders and the teams the research identifies this six practices and they are a) create a trust with the help of communication technology b) leader should create a bond with this diversity teams by understanding and appreciating their work c) Managing virtual work life cycle this includes meetings, discussions, brain storming , taking other idea into consideration d) Leaders have to monitor the work performances and identify the gap ,in order to increase team progress using technology e)enhance the visibility of virtual members within team and outside in the organisation f)Each member in the virtual team should be benefited from the team generated for the accomplishment of goal. If this practice followed by the leader, organisation sustains in competitive digital world. Result can be obtained until and unless the teams have the

cooperation and understanding towards the work culture and enthusiastically take the challenge with appropriate route map to achieve.

CONCLUSION

Based on various literature review, the study concludes, digital leaders play a very important role in technology or digital disruptions. Digital disruption refers to change in new digital technology, organisation model change from the existing to heights of product and service. The virtual teams who are dispersed globally need a pathway to get the work done. This situation leads e-leader to exist and play different role to sustain business globally. E-leaders become successful when they make use of ICT and accomplish work globally in delivering quality result. Some of the important role identified from various literature review identify structural change at workplace, strategic digital innovation, assessing data, disseminate information's, feedback, engage employees. T-model is used to describe e-leadership. The horizontal line represents the breadth of the knowledge and the vertical line of T model describes the depth of expertise or knowledge. E-leader role has to scale up when new digital technology is bloomed in the market by upgrading his skills. people skills, interpersonal skills, communication skills, are the traditional skill been followed, digital skills are the new core competency to acquire in as well as digital role to play in. World has completely transformed digital, from manual work to digital work. As the revolution takes place organisation should transfigure when required in order to sustain business.

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