Inspirational Leadership for Managing Innovation, Sustainability and Competitiveness in Knowledge-based Firms

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Abstract

The present paper focuses on exploring the leadership attributes that are conducive to managing consistent performance during all stages of a firms growth. The study is based on focus group exercises conducted on professionals of knowledge-based enterprises followed by an exploratory study based on a questionnaire survey conducted on 160 employees of knowledge-based firms situated in the National capital Region in Delhi. The study revealed that certain attributes viz., integral value system, interself awareness, insightful vision, intrinsic commitment, relational responsiveness, and sagacious disposition constitute the personality of a leader who is capable of motivating employees under varying circumstances and contexts. Such may be called sustainable leadership.

Keywords

Leadership, Knowledge-based firms, Innovation & Creativity, and Motivational empowerment.

1. Introduction

The competitive advantage of a nation in the global market crucially depends upon the growth and technological dynamism of firms belonging to the knowledge-based sector. In developing countries, planners, policymakers, and researchers who are genuinely concerned with the necessity of managing the competitiveness of their society in the emerging global knowledge economy are striving to acquire a deeper understanding of the factors associated with the individual and organizational performance and sustainable development of such enterprises. It may be emphasized that along with the technical competence of the work force creativity and innovation are the dominant variables which determine the competitive advantage of the knowledge-based firms (Kapur, Anil & Samiee; 2008; Ojha & Krishnan, 2004). It has been recognized that the

process of innovation is pertinently influenced by the leadership through its impact on individual creative potential and also on various organizations a enablers such as competencies, networks, cultural processes, and leadership systems (Munshi et al.,2005). Present research explores how effective leadership can inspire and support innovation within an organization.

Studies have been conducted focusing on the stages of the firm. The approach adopted is referred to 'life cycle approach' or the 'growth stage model' describes three stages in the development of organizational competencies viz., evolution, stabilization/decay, and renewal (Galbraith, 1982; Hank et al., 1993) The stage of renewal is intimately associated with creative process engagement and innovation. The researchers have suggested that while moving through different stages of growth the firms are confronted with different management challenges (Nirjar, & Tylecote, 2005). The paper aims to review the innovative leadership style as portrayed in the literature, and combining the two terms, and offering more insight and a structural foundation for researching elements of innovative leadership.

The interconnected trio of leadership, innovation, and innovation management forms the backbone of modern companies, propelling progress and product evolution. Recognizing this importance and prioritizing innovation management is crucial, with effective leadership fostering an innovative environment. This research identifies key success factors (KSF) for innovative leadership in the form of behavioral and attitudinal guidelines (Robert & Reburn, 2019).

Researchers investigate the significance and mindset of visionary leadership for innovation on organizational sustainable development (Farhan, 2024). The present paper focuses on identifying the leadership attributes and style that are conducive to managing the sustainability of firms during different stages of development. Before defining the research framework and methodology to conduct such study we provide a brief review of research conducted on various leadership styles.

2. Review of the Literature

There are numerous approaches to identifying the key personality factors and behaviours of leaders such as trait and style theories, contingencies theories, transactional and transformational leadership theories, trancendental and authentic leadership theories, distributed leadership, and structuralist leadership approaches.

The trait theory, suggest that leaders have certain inherent attributes and qualities which make them effective leaders. The style theory, assumes that it is

possible to become an effective leader by learning certain behaviours. The trait theory focuses on identifying those attributes and personality factors which set leaders apart from general people. The style or behavior approach is based on identifying the behavior patterns which a leader should exhibit to perform an effective role. (Bryman,1998; Shackkt on, 1995).

Another approach to leadership behaviour assumes that leadership behaviour are depends up on the contexts in which they are placed. The theories based on such assumption, known as 'contingencies theories' do not accept the notion of a universal model of leadership and suggest that different situations require different leadership styles depending on the characteristics of followers and the nature of tasks.

Another important research stream based on the transactional and transformational leadership model developed by Bass (1985) conceptualises leadership as a system where leaders try to constantly develop motivational responses toward followers as well as adopt different behaviors on their responsive resistance (Yukl, 1998). According to this model if the relationship between leaders and followers is based on and limited to an exchange of value that is of mutual benefit, it is transactional leadership. Transformational leadership is built on the concept of leaders' charismatic attributes and is concerned with building people around a common purpose which transcend the traditional reward-based system (Avolio & Bass, 1988). Bass and Avolio (1995) outlined four dimensions of transformational leadership namely idealized influence, individualized-consideration, intellectual stimulation, and inspira-tional motivation. Idealized influence concerns to charismatic actions of leaders whereby individuals transcend their self-interests and develop a sense of belongingness towards organizational mission and objectives. Individualized consideration refers to leaders' behavior enabling the employees to satisfy their individual needs, develop and self-actualize. Intellectual stimulation is associated with leaders appeal to followers' intellect to stimulate them to questioning their own assumptions and 'status quo' thereby providing innovative solutions to the problems. Inspirational motivation defines the way in which transformational leaders energize the followers by articulating a compelling vision of future thus enhancing followers' expectations and energizing them to achieve ambitious goals. Some researchers portrayed leadership have as a spiritual relational process which utilizes values, attitudes, and behaviours (altruistic love, hope, faith, vision) to intrinsically motivate followers for spiritual senses of survival (Cardona, 2000; Fry, 2003). Such leadership is called transcendental leadership which essentially is a "visioning

and ethical process reflecting requirements for both leader influence and follower empowerment to facilitate value congruence" (Fry, 2005). Through open communication, empathy, and support, transformational leaders create an environment where employees feel valued, motivated and empowered to contribute their best efforts. By prioritizing a healthy culture, where resources may be limited, the ability to innovate and adapt quickly is crucial for survival and growth (Oluwatosin, Alexsandra & Courage, 2024).

Another approach of leadership known as authentic leadership have also emerged from the intersection of leadership, ethics, and positive organizational behavior (Avolio et al., 2004, Cooper & Nelson, 2006. Luthans & Avolio, 2003). Researchers defined authenticity as "owning one's personal experiences, be they thoughts, emotions, needs preferences or beliefs, processes captured by the injunction to know oneself" and behaving in accordance with the true self (Seligman, 2002). A more focused model of authentic leadership was proposed by Illiesetal. (2005) which included self-awareness, relational transparency, internalized moral perspective and balanced processing into its gambit. Researchers find a series of learning insights for employees engaged in innovation leadership, at the distinct levels of self-leadership, team leadership, organisational leadership, and ecosystem leadership.

In recent decades an approach emphasizing that leadership can be found in all organization levels and can be shared among multiple players a teach level has also gained recognition from researchers (Bryman 1999). These theories are based on said assumption usually called 'distributed leadership theories' are associated with the conception of self-managed teams, which assign multiple leadership roles to team members. Researchers have suggested that distributed leadership is essentially concerned with leadership practices rather than roles or functions of leaders. Although the impact of innovation on educational management and leadership is appealing, the majority of leadership studies in the past tended to assess leaders' impact on performance or affective outcomes rather than innovation-related outcomes.

The leadership approach focuses on the practice adopted by leaders to undertake important organizational coordination tasks such as organizational design, integration of diversified activities, and channelizing the resources is termed as the 'structuralist approach, to leadership'(Munshiet.al., 2005). According to this approach, leaders are supposed to carry out the triple responsibilities of designers, teachers and stewards. As designer they are responsible for formulating appropriate policies, strategies, and structures, and thereby creating a shared vision. As teachers, they would coach employees to acquire an

insightful and empowering view of reality by challenging existing mental models. Finally, as stewards, they exhibit a sense of involvement in personal growth of employees and hold an effective commitment.

This may however be emphasized the primary role of a leader is to channelize the capabilities of its employees which is intimately related to their intrinsic motivation, creative process engagement and psychological empowerment (Zang & Bartole, 2010). Such role of the leader is essentially moderated by his personally held values, and attributes that are reflected through his style of leadings. The present study attempts to explore such leadership attributes that may ensure his own equanimity and adverse situation thereby ensuring the employees motivation and psychological empowerment under uneven circumstances.

3. The Research Framework

The present research constitutes part of a comprehensive study conducted to understand the role of leadership in leveraging the innovativeness of high technology sector. The study was conducted utilizing the case studies techniques whereby semi-structured interviews of senior management professionals were conducted to acquire an understanding of their views on various aspects of the research problem. The interaction revealed that the quality of a leader is being sensitive towards the empowering and motivational aspects of individuals at workplace determine his attitude and style of managing individual and organizational creativity, innovation, and performance under varying contexts and circumstances encountered during the different phases of firm development.

The study focusing on identifying the leadership attributes that are effective in motivating knowledge professionals to engage in innovative ventures was conducted in two stages. The first stage was to identify relevant attributes of leadership which contribute to enhancing creativity and innovation in knowledge-base organizations. The second was to obtain the views of knowledge professionals serving in biotechnology and e-business firms concerning the relative relevance of these attributes and thus to narrow down the search to a more specific set of attributes. For the first stage of this exploration a group of professionals from knowledge-base firms which have more than five years of experience was chosen as the sample for study. These professionals are pursuing their part time post-graduation in business management from a reputed national institute in the National Capital Region (NCR). They have been chosen as they have witnessed both types of role:

being led by the senior level executive and of leading a team of qualified professionals. Their experience was appropriate for the out context of identifying relevant attributes of leadership for enhancing creative an innovative tasks. These professionals were subjected to focus group exercises wider perspective on leadership attributes. Four focus group exercises are undertaken with four different sets of professional i.e. a total of 32 professionals were involved. Each discussion lasted between 90 to 120 minutes.

The second stage of research involved a larger pool of knowledge professionals serving in biotech and e-business firms situated in National Capital Region (NCR).They were administered with a questionnaire which was developed out of the findings of the focus groups exercise. The focus groups provided a list of attributes that these knowledge professionals suggested after due deliberations. The HR Managers of biotech and e-business firms situated in national capital region which have indicated their willingness to participate in our comprehensive research programme were contacted to get responses from their professionals. In total 160 completed responses were received, 64 from the biotech firms and 96 from e-business firms. The findings of focus group discussions and analysis of data obtained from questionnaire survey is being provided in the next section.

4. The Research Findings

The Focus Group Exercises

The participants were asked to discuss the issues explained as follows:-

- You must have passed through various experiences in your professional life. Certain people in leadership positions must have influenced you. You must have an appreciation for some of their specific attributes which might have encouraged you to engage in creative activities. Could you please identify and discuss the relevance of those leadership attributes?

- There are times in life when we fail to achieve the desired outcomes of our efforts and feel disheartened. We often look up at our seniors in such situations. What are the attributes of their leadership which help in providing psychological support to an individual like you to be able to with stand such unfavourable circumstances?

- On the basis of your own knowledge, values, and experiences, what are those essential attributes of an effective leader which strengthen the 'creative potential' and 'will to achieve' of individual knowledge workers.

It was found that most of the participants who possess varied experiences have, at some occasions in their personal or professional life passed through some

difficult situations with distinct possibilities of adverse outcomes. They strongly believe that the leader's role exhibited through his style of dealing with a critical situation and providing encouragement and support to his followers in time of need is the pivotal determinant for managing firm's competitive performance. The participants suggested a number of such attributes, and critically examined their relevance for effectiveness of leadership role under varying situations and contexts In support of their view points numerous examples were cited by them from historical, mythological, political and other fields by the participants in support of their view points. The discussion was moderated by the researchers and they provided relevant academic inputs to help the participants for concluding their views. The researchers also made suggestions for adopting certain terms and phrases to convey the meaning of statements made by participants in context of the issues discussed.

4.1 The Inferences from Focus Group Exercise

The 12 common factors which came out of all four group exercises are: integral value system, inter-self awareness, relational transparency, balanced processing, intrinsic commitment, idealized influence, sagacious disposition, relational responsiveness, intellectual stimulation, individualized consideration, insightful vision and cogent assertiveness. It may be mentioned that the relevance of certain factors, identified by participants as essential attributes of an effective leadership has already been recognized in research literature in the context of certain leadership styles as discussed earlier. Idealized influence, intellectual stimulation and individualized consideration are the essential constituents of transformational leadership and its relevance in transforming employee's personal values and self-concept under different organizational contexts and thus enhancing innovativeness and performance expectation have been well recognized in research literature (Bass,1995; Bass and Avolio, 1997; Jung, 2001, Junget. al., 2003 and Gumusluoglu and I lsev, 2009). Similarly balanced processing, relational transparency and self-awareness have been identified by the researchers as the substantive components of authentic leadership (Avolio et.al., 2004; Cameron et al., 2003; Cooper & Nelson, 2006; Kernis, 2003; Luthan & Avolio, 2003; Gardner et al., 2005; Ilies et al., 2005 and Walumbwa et al., 2008). However, it would be appropriate to explain the meaning and relevance of other attributes identified by the participant during focus group exercises.

The focus group discussions revealed that in the opinion of the participants one of the important leadership attribute earning an enduring admiration of

employees is an integrated value system. A value indicates what is meaningful to an individual and affects his personal attitudes and motives. An integral value system refers to an individual's, adherence to same moral principles concerning the matters pertaining to his personal professional or public life. Such person displays an admirable consistency between his words, decisions, and deeds. All of us are motivated to move over lives to wards certain destinations. Such motivation is always determined by the values to which we subscribe. Thus an integral value system when transformed in to a philosophy of action provides credence to leader's motives and generates trust in his percipience, vision and decisions.

Another factor which invited an illuminating exchange of views among participants of focus group exercise was associated with the concept of self-awareness. The participants accepted the multifaceted nature of 'self' and self-awareness refers to showing an understanding of one's strengths and weaknesses and thus helps him to derive meaning in his own world. However, it was vehemently argued that such meaning can be derived only in relationship with others and self-awareness can appropriately be termed as 'inter-self-awareness'. Inter-self-awareness recognizes that all individuals are inter-related at existential level and their strengths, weaknesses, abilities, aspirations, and feelings affect each other's in a profound manner. Interself being the existential self of an individual an internalization of such awareness enables the leader to refine his under standing of his ownself and creating an emphatic understanding of abilities and aspirations of others also.

Commitment towards organizational goals and the responsibilities undertaken was identified by the focus group participants as another leadership attribute which makes an everlasting impact on employees' motivation. The commitment which characterizes an individual's relationship with the organization may either be based on rewards and benefits (Kanter, 1968) called 'extrinsic commitment, or may be through employees' identification with organizational goals and values (Meyer and Allen,1991). The participants stressed that the leadership commitment which cannot explicitly be related to any formal reward system and is reflected through the leaders personal choice to give extra efforts at work, may be called 'intrinsic commitment'. However intrinsic commitment is an attribute in an outcome of an individual's deriving meaning from the nature, objective, and the level of complexity of the task assigned. In such

situation, the task in itself becomes an intrinsic motivator generating the necessary passion to innovate and perform.

The discussions revealed that the leadership 'disposition' also makes an effective contribution in determining the outcome of a creative process engagement. It generated an exciting exchange of views among participants. 'Disposition' is the natural proclivity of an individual's mind as displayed through his relationship and behaviour with others. The sagacity displayed in a leader's behaviour and interactions enliven the working environment and positively influences the morale and self-confidence of employees. Such disposition reflects the candour, conscientiousness, and inner strength of his personality. Thus a farsighted judiciousness exhibited in a leader's disposition stimulates the creative urge of employees and enhances their innovation performance.

'Relational responsiveness' was another factor identified by focus group participants as an admirable attribute of an effective leadership. Responsiveness refers to being sensitive towards others beliefs, values, and sensibilities. Relational responsiveness determines the leadership effectiveness in developing an organizational climate conducive to the creation of trusting and caring relationships, sharing of ideas and vision, and openness in communications. It also facilitates cross-functional interaction within the organization and develops networking relationships with other professionals and organizations. Relational responsiveness is the quality of leadership which makes him effective in generating vivacious-environment and rejuvenates the morale and confidence of followers in times of need. Relational responsiveness is a precursor to developing a collective consciousness among employees.

The participants were convinced that an 'insightful vision' is a relevant leadership attribute inspiring knowledge workers be involved in creative assignments. It was argued that leadership vision is a phenomenon engrossing upon issues of empowerment, motivation values, and goals; vision is an idea of the future and the leadership vision describes the pathway to reach the destination. The leadership vision shared by employees enables them to keep moving despite various forces of resistance. However, if the leader is able to indicate the future course of events on the basis of insight gained through a contemplative thinking and deep understanding of the meaning of his own and others' experiences it helps to traverse their paths with an efficacious optimism and they learn to drive meanings even in setbacks and failures. The ingenuity of such vision

captures the imagination of knowledge workers and stimulates the generation of new ideas.

An insightful vision creates an image of the future and empowers the employees to convert it into a reality through their creative efforts.

The focus group participants also identified discussions also revealed that the participants consider 'cogent-assertiveness' to be another factor determining leadership effectiveness. Assertiveness indicates the leader's forthrightness in indicating his expectations and demands from employees. An assertive leader expresses his observations concerning the competence, strengths, weaknesses, and attitudes of employees in quite explicit terms and advises them to improve upon. It was argued that in certain situations a leader may become over assertive and at times his straight-forward expression of opinions may hurt the sensibilities and self-esteem of followers, thus creating regressive and counter-productive climate. It was thus suggested that leadership expectations should always be reasonable and convincing and their forthrightness should be directed towards improving the competence, creativity, and innovation potential of individuals at works place. Thus cogent assertiveness was also identified as an important leadership attribute for leveraging the innovation potential of knowledge workers.

4.2 The Questionnaire Survey: Data Analysis

The second stage of research was focused on exploring a more specific set of attributes defining a leadership style conducive to enhancing innovations in knowledge enterprises. Questions were formulated on the basis of literature evidence and discussions held with two senior academicians well versed in the objectives of our present study and possessing rich experience of supervising academic research and consultancy projects. Questions framed were then shown to the CEOs of two knowledge-based firms (one an e-business firm and another a biotech firm, both based in NCR region) for ascertaining their relevance for professional working in industry. The views expressed by CEOs were duly incorporated and the questionnaire so validated was adopted for further enquiry. The exploratory research came up with twelve attributes relating to leadership styles for motivating individuals and reinforcing their potential to innovate. A questionnaire survey was conducted wherein the attributes were split into 48 statements, measured adopting a five-point Likert scale. Appendix A provides the list of questions included in the survey.

The respondents were provided choices from 'strongly admirable'(SA), frequently admirable (FA), occasionally admirable (OA), rarely admirable (RA) and cannot say (CS) to indicate their preferences. The relative weightage allotted varied from 5 for strongly admirable to 1 for 'cannot say'. 160 responses were collected. The total number of respondents indicating a specific choice against statement was evaluated and recorded. In order to further assess the relative importance of various statements and attributes an index (we call it the 'pertinence index') was calculated on the basis of the number of respondents indicating as pecific choice as:

$$= \frac{5\square, + 4\square, 3\square + 2\square + 1\square}{5\sum\square}$$

Where in $\quad i_p$ = pertinence index

5,4,..1 are weightage assigned to choices as SA(5), FA(4), OA(3), RA(2), CS(1)

n5, 4..1 are the total number of respondents for a specific choice.

Table 1:- Pertinence Indices of Leadership Attributes

Attribute	% Respondents Who have Opted for SA or FA	Pertinence Index
Integral Value System	85.0	0.893
Inter-self Awareness	85.1	0.889
Relational Transparency	42.7	0.622
Balanced Processing	38.7	0.593
Sagacious Disposition	74.6	0.845
Idealized Influence	36.2	0.579
Relational Responsiveness	75.5	0.834
Intellectual Stimulation	37.6	0.589
Intrinsic Commitment	85.0	0.895
Individualized Consideration	35.5	0.568
Cogent Assertiveness	38.4	0.589
Insightful Vision	87.0	0.919

Source:- Authors Compilation

Since every attribute was expressed through four statements, the average of four concerning indices was adopted to express the pertinence indices of various attributes. The data analysis indicated that six attributes are identified as having distinctly higher pertinence indices. In order to further validate these attributes which on the basis of the questionnaire survey are

recognized as more important constituents of an effective leadership factor analysis were administered where in using SPSS 17.0 the responses from 160 respondents were analyzed.

Factor Analysis and varimax orthogonal rotation methods were used to determine the principal component factors of evaluation indexes in the selection of leadership attributes. The essential tests on the data, KMO measure of data adequacy (0.944) and Bartlett's test for sphericity for factor appropriateness were conducted and found to be within permissible limits.

The varimax rotation provides two principal components namely two factors as they have Eigenvalues greater than 1. The other factors are not relevant to the study as their Eigenvalues are less than 1. Factor 1 indicates those attributes which contributes significantly towards leadership effectiveness as shown in table 2 that factor 1 explains 84.124 percent variance of the entire data whereas factor 2 is indicative of those attributes that do not contribute significantly to the leadership attributes as mentioned in table 2 that factor 2 explains only 11.872 percent variance of the entire data.

Table 2:- Total Variance Explained

Factors	Initial Eigenvalues			Rotated Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	10.144	84.532	84.532	10.106	84.214	84.214
2	1.466	12.217	96.749	1.425	11.872	96.086
3	.109	.905	97.653			
4	.079	.655	98.308			
5	.060	.499	98.807			
6	.043	.356	99.163			
7	031	.257	99.421			
8	.027	.223	99.644			
9	.015	.121	99.765			
10	.010	0.84	99.849			
11	.010	.081	99.930			
12	.008	.070	100.000			

Source:- Authors Compilation

Table 3 represents the rotated factor matrix which explains the correlation between the attributes and the related factor. These correlations help formulate an interpretation of the factors by looking for a common thread

among the variables that have large loadings for a particular factor. Thereby the attributes have been divided into two factors based on their correlation values and hence factor 1 consists of those attributes having a correlation more than 0.7. Same is the criteria for factor 2. Based on this division, the attributes belonging to factor 1 is intrinsic commitment, integrated value system, insightful vision, relational responsiveness, inter-self-awareness and sagacious disposition whereas factor 2 consists of efficacious assertiveness, intellectual simulation, idealized influence, balanced processing, individual consideration, and relational transparency. Since factor 1 alone explains 84.214 percent variance of the data, the attributes belonging to factor 1 are the ones which are important "Leadership Attributes" namely 'integrated value system', 'inter-self awareness', 'relational responsiveness', 'insightful vision', 'intrinsic commitment' and 'sagacious disposition', in the decreasing order of their importance respectively.

Table 3:- Rotated Factor Matrix

Leadership Attributes	Factors	
	1	2
Integrated Value System	0.905	0.300
Intrinsic Commitment	0.828	0.528
Relational Transparency	0.462	0.857
Balanced Processing	0.399	0.910
Sagacious Disposition	0.775	0.578
Idealized Influence	0.382	0.917
Relational Responsiveness	0.876	0.428
Intellectual Stimulation	0.383	0.918
Inter-self Awareness	0.917	0.353
Individualized Consideration	0.374	0.908
Cogent Assertiveness	0.384	0.918
Insightful Vision	0.900	0.357

Source:- Authors Compilation

Based on the contribution of the attributes to these factors, the two factors have been named as "Integrative Attributes" and "Continuance Attributes"

4.3 Data Analysis

The data analysed by the two methods indicates that although their order of importance resulting from the two methods may not be the same, the attributes

which in the opinion of knowledge professionals working in high technology enterprises recognize as pertinent contribution to the leadership effectiveness are integral value system, inter-self awareness, insightful vision, relational responsiveness, intrinsic commitment, and sagacious disposition.

The 'inter-self' concept is based on the realization that an individual acquires existential meaning in his life in interacting with others. The inter-self is the relational self of an individual its realization is based on an extended awareness of the 'self'. Since inter-relationship is not static in nature the inter-self awareness is also a dynamic and open to development concept. Inter-self awareness is associated with having a reasonable understanding of one's own abilities and aspirations and of others as well. The concept is empowering in nature and provides scope and space for accruing an individual's propensity to innovate thereby enhancing individual and organizational innovativeness and performance.

An integral value system is another important attribute of effective leadership. The values are formations and ideations of thought representing the perceptions concerning the important truths of life. An individual's subscription to a system of integral values makes his life meaningful. Such value system as an attribute of leadership results in creating confidence in the perspicacity of the leader's value judgments and the legitimacy of his expectations. It may also be mentioned that adherence to such a value system indicates that the physical, vital, and mental beings of the individual concerned are well-harmonized constituting an integral personality.

It may further be stated that philosophical thinkers have recognized that although our being is one but there are multipleselves within us. There is our mind self which expresses itself through thoughts and perceptions. Our impulses, feelings, desires, and external life activities of our nature are expressions of our life self. Our physical being is expressed through our instincts, habits, and formulated activities of our physical nature. Each of these selves has its own distinct nature, influence, and actions on the whole of us. A coherent amalgamation of the influences, actions, and responses of these selves creates our 'integral- self'. Although consciousness is one but it adopts itself into various formations of life indicating that all forms of life are interconnected at their existential levels and each of us acquires meaning in life interrelationship with others. Thus the concept of 'inter-self' is essentially concerned with the relational aspect of our true self.

It may further be appreciated that the knowledge workers possess a good understanding of the dynamics of organizational and technological development

and also of various intellectual, cultural, and social aspects of life. It should not be expected that would feel inspired by a vision based on business prospects only although it may provide them some extrinsic satisfaction. However, if the leadership vision is based on an insightful awareness of the multifaceted aspects of the personality of an individual and his multiple roles in life, such insightful vision generates imaginative prospects for stimulating the ingenuity of creative individuals.

The intrinsic commitment of the leader exhibited by his extra-role behaviour created by his personal choice and sense of belongingness, his sagacious disposition based on his conscience and relational responsiveness indicated by his sensitivity towards the feelings and beliefs of others results in creating an organizational climate conducive to strengthening the self-efficacy and self-esteem of individuals employees.

5. Summary of Research

Our research concludes that the quality of the leader in being sensitive towards empowering and motivational aspects of individuals in workplace determines his attitude and style of managing the individual and organizational creativity, innovation, and performance. Such leader consists of certain specific attributes viz., integral-value system, inter-self awareness, relational responsiveness, insightful vision, intrinsic commitment, and sagacious disposition. These attributes are essential components of an individual's the personality that defines the sustainability of his role as a leader under varying contexts and circumstances. Since the scope of the present research was confined to knowledge-based high-tech enterprises, it is suggested that further studies may be conducted to evaluate the influence of such style on employees trust, organizational identification, commitment, creativity, and performance for different organizational climates and cultures.

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Appendix A

Leadership Attributes: Questionnaire Survey
1. Can sacrifice his own interests in service of a higher purpose.
2. Maintains consistency between his words, values, and action sat all costs.
3. Adheres to the same principles and ethical standards in personal, public, and professional life.

4. Abides by his principles and moral values, even against pressures from powerful persons.
5. Can accurately assess his own strengths and weaknessess and always presents an open and honest face to people.
6. Displays genuine appreciation for other sensibilities, aspirations, and achievements.
7. Is conscious of the fact that others also have strengths and weaknesses, and adopts the same view to them as to his ownself.
8. Appreciate others differing views in matters concerning their way of life or belief system.
9. Displays the same views in front of superiors and subordinates even at critical occasions.
10. Expresses his true thoughts and feelings and shares in formation with his teammates.
11. Clarifies boundaries and involves others in decision-making processes.
12. Do not expect others to compromise with their principled stand.
13. Analyzes all relevant information before taking a decision.
14. Gives due consideration to logical views expressed by others even if they contradict his own held position.
15. Gives equal weightage to the contribution made by people with no consideration to their cultural, religious, or social background.
16. Accepts judgmental errors and tries to correct them.
17. Tries hard to be fair in dealing with others.
18. Displays a strong sense of justice.
19. Takes decisions based on long time interests of organization and employees even if it brings some short-time unpopularity.
20. Makes conscientious choices without any fear of unfavorable reactions /outcomes.
21. Emotionally engages people to go beyond their self-interests for good of organization.
22. Creates an urge for achievement in employees through his charismatic appeal.
23. Transmits a sense of earnestness among followers to achieve the re-assigned targets.
24. Displays an emotional involvement in matters concerning the personal welfare of individuals.

25. Gives importance to the needs and desires of individuals at the workplace.
26. Displays sensitivity to ward others' beliefs, values, and attitudes.
27. Communicates with others about the things that are important to them.
28. Maintains the self-esteem of his own self and that of others also at all occasions.
29. Supports implementation of new ideas and individual experimentation by creative individuals.
30. Concentrates on stimulating curiosity and generation of creative ideas among individuals.
31. Creates an environment encouraging individuals to generate creative ideas without any fear of mistakes or going against the grain.
32. Encourages individuals to interact with knowledgeable persons from diversified fields.
33. Involves in activities beyond his normal range of duties and working hours to maintain and enhance the organizational reputation.
34. Is prepared to bear the responsibility of shortcomings or/and failures of his teammates and puts efforts into solve them.
35. Displays a missionary zeal towards making positive changes in lives of employees.
36. Ensures the optimum and efficient utilization of time and resources.
37. Gives weightage to individual attainments in granting promotions and assigning tasks.
38. Treats employees as individuals and pays special attention to individual difficulties and differences.
39. Maintains personalized interaction with employees and effectively listen sounders and their views.
40. Reward individuals for supporting the organizational views and policies.
41. Expresses his feelings and opinions regarding professional matters in a forthright manner.
42. Assert to meet the objectives and targets within specified time limit.
43. Set higher standards so achievements for self and others.
44. Explains the mistakes and shortcoming of employees in an explicit manner and asserts for their improvements.
45. Sets expressive and positive vision to motivate employees to engage in creative activities.

46. Set purposeful and attainable goals and define path-ways to achieve them through consistent efforts.
47. Generate passion and pride among employees to consistently strive for achieving success in the task assigned.
48. Can visualize critical situations and inspires through his visionary solutions.

Choices on Likert Scale.:

- Strongly Admirable (SA),
- Frequently Admirable (FA),
- Occasionally Admirable (OA),
- Rarely Admirable (RA) and
- Cannot Say (NR)