

LEADERSHIP AS A KEY ENABLER DURING ORGANISATIONAL INNOVATION IN A VOLATILE ENVIRONMENT

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Abstract

Background - Leaders play a vital role in facilitating innovation in organizations. The ever-changing external environment requires leaders who are agile and are not comfortable with sticking to traditional routines. Leaders who realize that everyone in the organization plays an important role in driving innovation, can achieve results and drive success. This article looks at the various aspects of leadership and how they facilitate innovation during a volatile environment like the Covid-19 pandemic period. The question is, whether leadership that drives innovation is important during economic turbulence and how it is critical for long term survival and growth during a crisis.

Purpose - The purpose of this paper is to demonstrate the application of a model which helps in the understanding of the extent to which leadership can be used to capacitate multinationals in South Africa and beyond to develop strategies which enable innovation to enable growth and survival in a volatile environment like the Covid-19 pandemic. The outcomes of this provide a tool to ensure survival and growth in subsequent volatility.

Results - Models generated show that an organization will have an increase in revenue, an increase in profit, a return on investment, a return on equity, a return on assets and positive bottom-line if organization innovation is implemented through active leadership. Survival and growth will be possible through a robust change management, culture that support innovation, good communication channels, clear strategic direction, a strong focus on problem solving, leadership commitment and support and incentives coupled with rewards. The recognition of organizational innovation as a necessary activity for business will also ensure sustainability. If the organization does not align its strategies and activities to organizational innovation, then failure is imminent. This stagnation or reduction of revenue may lead to the closure of the business if it fails to cover fixed costs for a protracted period.

Methods - Financial indicators were used as predictors of survival and growth if Leadership, OI and BMI are used with their associated factors. To evaluate the relationship between the constructs OI, leadership, and BMI toward survival and growth, a series of discriminant analysis models were estimated. The constructs survival and

growth consist of different financial indicators, including revenue, profit margin, return on investment (ROI), return on assets (ROA) and earnings before interest, tax, depreciation and amortization (EBITDA). Models were run to optimize model fit. The standardized canonical discriminant functions which were used were significant and the correlation coefficients were high.

Conclusions - The findings from the literature, the qualitative and quantitative outcomes, lend credence to the effect that organizational innovation will help companies to survive and grow despite volatility in the environment if there is a strong leadership.

Key words: Organizational-innovation, leadership, business-model-innovation, crisis, volatility, survival, growth.

Introduction

Organizational innovation plays an important role for the survival and growth of organizations. It is perhaps too strong to refer to innovation as “life or death” to survive, yet innovation forms an integral part of this (Nguyen and Hooi , 2020; Tidd and Bessant , 2020). In volatile environments, such as the 2008/2009 global economic melt-down and the Covid-19 pandemic, organizations have to implement innovative strategies and managerial leadership practices in order to survive or grow. Expósito , Fernández-Serrano and Liñán (2019) suggest that innovative organizations , increase their chances of survival and growth during a crisis. Pansera and Fressoli (2021) suggest that innovations help to grow sales and productivity. However, the role of organizational innovation, despite a volatile economic environment to achieve long term survival has not been explored

fully. There is a need for organizational innovation to be implemented in order to ensure long term survival following a global crisis. Due to the dynamic nature of the global environment and volatility, organizations and busi-

nesses have to permanently deploy the most effective strategies for long term survival.

Problem Statement

Adina and Ramona (2013), Ahmad, Francis and Zairi (2007), Jain, Chandrasekaran and Gunsasekaran (2010), Marin-Garcia, Aznar-Mas and Gonzalez-Ladrón-de-Guevara (2011) studied organizational innovation, focused on innovation in general and did not demonstrate the effect of Organizational innovation (OI) following a crisis. Therefore, the research problem that informs this research is that in the modern global environment, volatility is not new, although specific events on a global scale can be destructive and may lead to the demise of organizations operating in a global domain. Multinationals in South Africa could not escape the impact of the world economic crisis in 2008/2009.

Thus, the research statement was: South African multinationals need to establish appropriate organizational innovation strategies to deal with and survive the effects of volatility in the global environment. The study aimed to ascertain if there were any organizational innovation strategies established

in South African multinationals following the global economic crisis. The study sought to identify the organizational innovation strategies implemented by these companies and how these impacted on their survival due to their multinational orientation.

Purpose

There seems to be a strong indication that volatility is on the rise (Tong & Wei, 2010). The purpose of the research is to provide a model which helps in the understanding of the extent to which innovation can be used to assist in the sustainability and survival of businesses in a volatile environment. The research outcomes could provide a tool to ensure sustainability and growth in subsequent volatility. The theoretical objectives provide the concepts and variables as they are outlined in the current literature while the empirical research objectives inform the specific outcomes of the research. Thus, the development of a model for understanding the use of innovation in periods of global volatility is the main focus of this research. With innovation delimited to OI, this research aimed to develop a model for OI, BMI and Leadership, in order to sustain or grow an organization through a period of unexpected volatility.

Aim and Objectives

The aim of this research was to determine the elements of innovation (with specific reference to OI and BMI) that supports leadership in creating successful multinational companies in South Africa following the global economic crisis of 2008/2009, in order to establish the effects of such ele-

ments on the survival and growth of the organizations.

The objectives of this study were to:

Identify the key success factors for OI that supported sustainability and growth despite the unexpected volatility

Establish the effect of OI on long-term survival and growth

Analyze the role of leadership during organizational innovation

Synthesize the elements of possible turnaround strategies.

Literature Review

The study reviewed the relationships between the variables that affect organizational innovation, and the growth of organizations in a volatile environment. The elements of leadership outlined in the discussion below addresses the various areas of leadership which if managed well will help organizations to achieve long term survival through innovation.

Management of Change

In today's modern world, change is no longer a choice, organizations must keep on evolving to stay relevant. According to Schmidt and Groeneveld (2021), in the age of digital disruption, leaders can choose whether to equip their organizations to fail or to succeed. Leaders play an important role in creating a manageable digital change roadmap. In today's rapidly changing world, where organizations must keep up with consumer and stakeholder

demands, public safety policies, ever-increasing competition, technological changes, and new cultural understandings, change management is an everyday aspect of managing organizations. One of the lessons that the pandemic has taught organizations, it's that change is unavoidable: organizations either fall backward or advance, neither remain stagnant.

The extent to which leaders manage organizational change effectively during times of digital disruption can drive adoption rates, determine the success of their strategy, and influence the company's return on investment ROI. Fortunately, the discipline of change management has evolved to meet the pace and realities of modern business (Harris, 2020). Leaders need to identify practices that help build a manageable, yet impactful, roadmap for change as they guide the multiple organizational stakeholders on the path to digital transformation.

While organizations require change management, leaders who attempt to implement a traditional change management approach are frequently frustrated. They don't have time for additional training, people quickly revert to their old habits, and executives, leaders, and employees are distracted by urgency (Dare and Saleem, 2022). In today's organizational cultures, meaningful change is uncommon. Just like organizations, leaders also need to constantly evolve. Using traditional approaches in today's most turbulent environment will not only bring frustration, but results in wastages in terms of resources used and time (Dare and Saleem, 2022). For example, traditional change management prepares leaders for individual

change management skills. This usually includes emotional intelligence, communication, and coaching skills to manage the people side of the change. A component of the training is gaining leadership support for the change (Dare and Saleem, 2022). However, leaders are hesitant to invest in something they are unsure will work, putting the onus back on the people doing the training.

Leaders must first assess their organization's capacity and willingness to change honestly and objectively. This step is very important, and by passing it will be very risk. Research carried out by Harris (2020) showed that numerous organizations launch cutting-edge technologies only to seek assistance 6-12 months later with dismal adoption and ROI statistics because their internal structures and teams were not prepared to absorb such dramatic change. This was supported by Schmidt and Groeneveld (2021) who mentioned that a proper pace for change can be identified by conducting upfront change readiness assessments across the organization. If an organization is resistant to change, it is a sign that leaders need to slow down and take more deliberate steps over a longer period. Schmidt and Groeneveld (2021) also purported that this could entail a series of small pilots, more extensive employee upskilling, or the creation of a program. Therefore, assessing the organization's readiness to change first will help leaders to focus their energies where they are needed the most.

Leaders also need to be collaborative when they are managing change in an organization. Change management is not a job for leaders only, in-

stead, it requires leadership teams to determine how roles and expectations must change at each level and how those changes interact to produce a different outcome. Team members share ownership and accountability for the necessary changes for success. While leaders are required for prioritization and direction, it is critical that the entire team feels ownership of the change (Harrison, 2020). This was supported by Dare and Saleem (2022) who mentioned that this fosters a sense of support, safety, and accountability among team members, who must rely on each other's skills, talents, and creativity to achieve the goals set by their leaders.

Commitment and Support

Commitment is defined as devotion, trust, and loyalty given to an individual, a company, or an organization, with full responsibility and always behaving well. Regardless of their personal characteristics, successful leaders all excel at making, honoring, and re-making commitments. Managerial commitments can take many forms, ranging from capital investments to hiring decisions to public statements, but each one has an immediate and long-term impact on a company) Srour and Elzain, 2022. A leader's commitments shape a business's identity over time and in combination, defining its strengths and weaknesses, establishing its opportunities and limitations.

Commitments are extremely powerful, and executives overlook this often. Leaders are frequently caught up in the whirlwind of the present, taking actions that, while beneficial in the short term, impose long-term constraints on their operations and organi-

zations. When market or competitive conditions shift, they may find themselves unable to respond effectively, even if they see a threat and know they must act. They find themselves entangled in a web of commitments spun by them (or their predecessors). Leaders in established businesses can learn to reinforce past commitments that are still beneficial to the company, as well as recognize when past commitments have become impediments to needed changes and replace them with new, revitalizing commitments.

Employee commitment and leadership commitment go hand in hand. If leaders want employees who are dedicated to their jobs, they must believe in and communicate the organization's direction and purpose (Srour and Elzain, 2022). It entails paying attention to how employees' distinct abilities and personalities align with the company's values and culture and demonstrating to them that their worth is more than a monetary value. There are various strategies that leaders can implement in organizations to show commitment and support such as the following.

Give Accolades and Feedback

Leaders should make it a habit to give credit where credit is due, whether it's big or small, one-time, or incremental improvements. They should not assume that employees are aware of when they are performing well. Their work may be of high quality, but unless they are told otherwise, it is easy for them to fall into the mindset that their work isn't good enough or valuable to the company. When they know where they stand in terms of performance, they will be more motivated and committed. This was supported by

Harrison, Chauhan, Minbashian and McMullan (2022) who mentioned that leaders should not wait for performance reviews but should give continuous and also see informal feedback as a significant impact on mindsets.

Be Open About Upcoming Changes

Change occurs constantly in today's organizations, from minor changes such as streamlining a process to major events such as mergers or acquisitions. Transparency is one of the best ways that leaders can use to inspire employee loyalty during change. Keeping employees in the dark almost always has a negative impact and this can affect productivity (Harrison et al, 2002). Leaders should inspire commitment and support by being open about any upcoming and changes and showing employees that leader also care about how these changes will have an impact on them. By so doing, leaders will be able to buy support from their followers.

Providing Incentives

Incentives are also a good way of spurring commitment and support within the organization. Incentives are strategies used to stir commitment and support through celebrating achievements or milestones, such as the employee must complete an action or goal by the end of the third quarter of the year to be eligible for the incentive. Incentives are usually combined with a reward and are goal oriented (Warries et al, 2018). They are frequently given to employees who have met or exceeded a goal. Most incentives are monetary or in the form of recognition, but they can also take other forms.

A leadership team that incorporates workplace rewards and incentives can expect the following benefits:

Increased Productivity.

As employees work harder to meet their goal and receive a reward, productivity will be increased. Sometimes the reward is the most motivating factor, but often it is the recognition through incentives that makes them to work harder (Srou and Elzain, 2022). Employees want to know that their leadership team appreciates and recognizes their efforts.

Loyalty.

Although employees may be content with recognition alone, a motivating and thoughtful incentive let them know how they have contributed to the success of their team and the organization (Srou and Elzain, 2022). Employees who feel appreciated and know their efforts are not in vain are more likely to stay with the company and even recommend open positions to their network.

Culture.

The culture of the company is heavily influenced by leadership. It is by reinforcement of organizational values that leaders assist individuals to develop and mature through setting goals, making use of opportunities and to be recognized (McCausland, 2022). Uplift workers by giving regular feedback on their work and one on one interactions this will help strengthen the worker's trust in their leader. Therefore, dialogue between leaders and workers is very important.

Leadership Culture.

This aspect of leadership is important when building the culture of an

organization. Leadership culture is the way leaders and workers work together, a leader with another leader and a leader with a worker. It is how they interconnect, how they function and how they make decisions. It is also about their workplace, the environment, the way they conduct themselves at work, and their ethics (McCausland, 2022). When there is a strong and reinforced leadership culture, it is easy for leaders to reinforce an organizational culture. Leaders need to understand their role in building a company's culture, how they create the best performance in their teams and how they strategies (Sayyadi, 2022). Executives also must make effort to assist their leaders and groom them. Best leadership development practices do not only stop at training classes or shaping the correct culture that is fit when employing new leaders, it also ensures that the leadership culture is backing the company's culture.

Qualities of a good leadership culture include a team of leaders who always tries their best to bring out the best in others. A good leader has good listening skills, mentors, and coaches, which are the qualities of modern leaders. Modern leaders are best leaders, they do not just control the workers but work hand in hand with them. Modern leaders promote their workers to do the work properly than doing it on their own (McCausland, 2022). They value their employees, appreciate them, and share their achievements with them. They also arrange for opportunities, and they naturally include their workers in they work and make connections for their teams.

Channels of Communication.

Communication is the key to every successful company, and it is an element key to effective leadership. Communication channels can be used by leaders in various ways such as to inform the employees about what is happening in the organization, be it new company policies, to listen to employee's concerns, to prepare for upcoming changes or to make safety precautions in the organization. Effective communication is an important tool to leaders (Yue, Men and Berger, 2021). Companies should have strategic plans and inclusive communication ways with their employees and stakeholders alike. Communication is a two-way process where information is descended from leaders to employees and vice versa. An effective communication process minimizes confusion and ensures that there is smooth flow of operations. Furthermore, effective channels of communication makes a company to be regarded as an employer of choice (Santoso, Sulistyanyingtyas & Pratama , 2022). People always want to work in companies that have a good reputation for their own security. Maintaining effective communication makes worker to feel safe and appreciated at work. With two-way communication, employees are willing to listen to orders and take action which makes work easy and successful.

Leaders who make use of effective communication channels achieve success. This is because when channels of communication are clear, employee morale is built, and employees have confidence in working knowing that there are channels to handle their grievances. Effective communication gives employees power of speech, which is an important and meaningful

element of improving employee satisfaction within the company. This was supported by Akhmetshin, Ilyina, Kulinanova and Teor (2019) who mentioned that proper communication channels reduces lawsuits. This is because without proper communication channels, employees who feel that their grievances are not properly handled will end up filing a lawsuit. Therefore, it is the duty of leaders to create effective communication channels that are inclusive of their employees. By so doing there will be productivity at work and conflicts will be minimized.

Building a Communication Strategy.

A good communication strategy starts with the way leaders communicate the company's mission, vision, and values. The strategies of effective communication are to protect credibility, to create loyalty and form trust. If an employee trusts their employer, it minimizes confusion and employees can focus on being productive. Effective communication also aims to keep consistency so that they create a strong employment brand (Yue et al, 2021). The first step to build a communication strategy is to create a communication policy. A policy can help leaders to communicate with their workers and for the workers to understand the channels of communication in the organization. A clear communications channels strategy that takes into consideration written, internet communication, documents processing, and control will be easy to understand for everyone. Leaders are entitled to make clear instructions to avoid misunderstandings and to avoid delays in production.

Presentation skills are also very important in building a communication strategy. Poor presentations lead to misunderstandings, which might affect the way information is disseminated (Yue et al, 2021). The trainer also needs to be trained, for example if leaders are trained, it will be easy to train their employees as well. A solid training element will equip leaders for an effective communication skill with their employees thereby building protocols of communication and the correct communication channels.

Strategic Direction.

Strategic direction are the plans that the organization need to implement to make improvement towards its vision and accomplish its goals. It is the fundamental principles or actions that enable greater consistency in strategy over time. In the end, it aids a business in realizing its vision and pursuing the objectives set forth in its organizational strategy. It also promotes greater stability going forward and unifies a company's strategies (Nahak & Ellitan, 2022). When a company has a clear strategic direction, it makes it easier to identify its goals and how it plans to achieve them, as well as the resources that will be needed and the operating procedures that will lead to success. Strategic direction helps leaders to communicate about the importance of work and how employees can take part in achieving the company's goals (Nahak & Ellitan, 2022). There are various forms of strategic direction. Leaders can employ a variety of strategic directions to assist in achieving a range of objectives such as the following.

Mission.

A company's purpose is established and explained in its mission statement. Leaders can use the company mission as a roadmap for achieving their objectives. For instance, if the business's goal is to sell the highest-quality jeans on the market, this enables a longer-term strategic direction that prioritizes quality rather than objectives like cost-cutting.

Vision.

A company's vision describes what it aspires to become and accomplish in the future. In the end, it offers strategic guidance in addition to a company's mission statement. When a company has a specific vision, leaders can use that vision to adjust its current spending and business plan so that they more closely match the vision (Nahak & Ellitan, 2022). For instance, if a business aims for zero pollution, leaders can use this vision to decide which projects to fund and plan for first. It's important to remember that businesses require a clear vision so that their employees can assess whether they are ultimately advancing the company.

Values.

Values are the underlying principles of an organization. In other words, they refer to moral or unethical business principles. A company's values can help employees work more effectively together to achieve shared objectives. Integrity, fairness, and accountability are a few instances of common corporate values (Nahak & Ellitan, 2022). A leader who can set company's values serve as a strategic direction that aids in the achievement of its objectives. In essence, leaders can use vision to create a strategic direction for their company.

Ideology.

A company's mission is defined by its ideology. It outlines the behavior leaders want to exhibit with their co-workers, clients, and the larger industry. Ideology provides long-term strategic direction through stable and consistent policies. Since ideology is a component of a company's vision, it can assist leaders in directing the business to pursue goals.

Grand Strategy.

This describes a comprehensive long-term plan that uses all available methods and resources. When leaders take the grand strategy into account, even current strategies that seem illogical might make more sense. In the end, a grand strategy can give leaders long-term strategic guidance. Additionally, it emphasizes the optimization of a strategy over the long term as opposed to just the short term.

How Leaders Influence Strategic Direction

Leaders have the responsibility to create strategy to attain the vision for the organization. Analyzing every department and process within an organization is necessary to maximize the benefits of having a strategic direction. To establish a strategic direction, leaders can follow these steps.

Think about your business goals.

Leaders' capacity to consider the strategic direction's overarching goal is crucial. It is important to take into consideration the company's vision and how the strategic direction will fit in that vision. Leaders need to also take into consideration the mission of the business (Nahak & Ellitan, 2022). They should think about the purpose of

the business or how it intends to realize your vision. Typically, a company's mission statement will mention its goods and services.

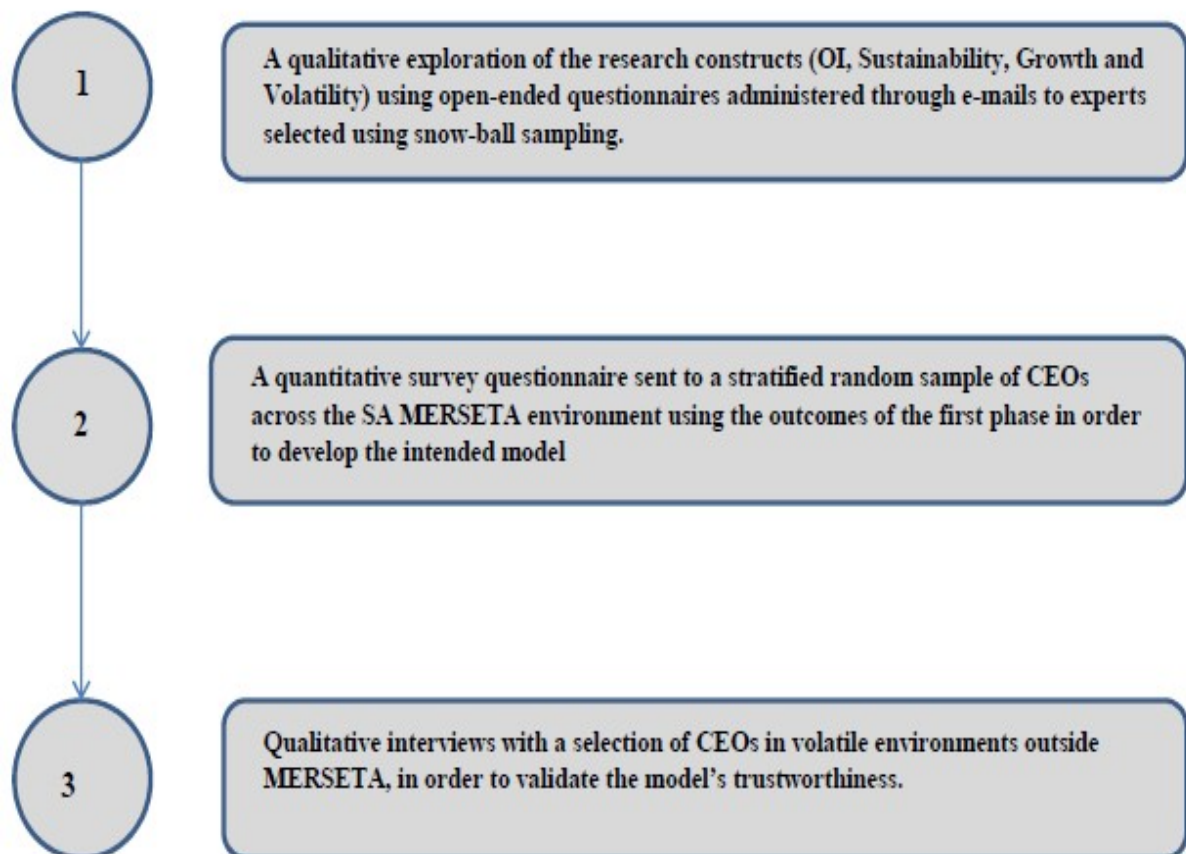
Create a plan.

Leaders should determine the future course of the organization and involve key stakeholders. Once the strategic direction has been determined, there is need of planning regular goals. Leaders should set up short-, mid-, and long-term objectives. Long-term objectives that will eventually assist leaders in achieving the organization's mission and vision. Finally, leaders should set short-term goals that will help divide

long-term planning into more manageable steps.

Data Collection And Analysis

The research followed a mixed methods research methodology. This research design involves both a quantitative and a qualitative approach to data collection and analysis. This methodology is appropriate due to its methodological pluralism or eclecticism, which frequently results in superior research (compared to monomethod research) (Johnson & Onwuegbuzie, 2004:26). The research was carried out in three phases:



Strategies For Minimizing Bias And Error

Strategies Related To This Research

To minimize bias and error a number of aspects of the topic were explored before reporting. General terms related to the topic were

searched on a number of data bases. The databases were in disciplines such as organizational innovation, BMI, volatility, growth, survival and turn-around strategies. To limit the amount of bias, topics that consistently showed up in literature were included in the paper. The topic had to deal with the major constructs as highlighted in the research ideation. This method of choosing literature was chosen instead of limiting the paper to the areas of the author's own interest to effectively analyze organizational innovation, BMI, leadership and its effect on organizations in order to survive and grow despite volatility in the environment.

Strategies Related To Future Inquiry

The response bias may be an issue when conducting future research. The participants may be inclined to give responses that do not reflect the true and fair view of their organizational performance. The respondents may deliberately try to manipulate the outcome of the research by advocating a more extreme position than they actually hold to boost their side. The respondents may also feel under corporate pressure not to give certain information. In order to minimize possible biases, researchers should not inform participants of their hypothesis. The researcher can ask participants to be as truthful as possible and assure them of strict confidentiality. Another possible bias may be the wording and order of questions. In order to minimize this possible bias, the researcher should ask sufficient questions to allow all aspects of the major constructs to be covered and to control effects due to the form of the question (such as positive or negative wording).

Findings From Literature

Literature was useful for understanding the contribution of leadership and its attributes. It enabled the researcher to address the objectives and the research question. Based on the literature findings, the researcher came up with a model of understanding the constructs underpinning the research. The model shows the factors within organizational innovation that facilitate the survival and growth of organizations during a crisis. Firm survival and growth can be evaluated using revenue generated in a particular period compared to a base period, return on investment, return on assets, return on equity and earnings before interest, tax, dividends and amortization. It is important to note leadership drives organizational innovation and comprises attributes like culture, strategic direction, communication channels, focus on problem solving, change management, commitment and support and incentives and rewards. (See Table 1.)

Therefore, the test for equality of group means were used to identify attributes that could meaningfully discriminate between either an increase or a decrease in the financial indicators as shown in the green highlight which indicates significant attributes. These significant attributes are the ones outlined in the leadership construct. Each attribute or question was used as an independent variable to predict the outcome group, which is the financial indicators (increased or decrease) to validate the model. From the model, it is evident that the combination of these attributes within leadership can enhance the survival and growth of organizations following or during a

Table 1. Findings From Research - Test for Group Means

Tests of Equality of Group Means					
	Wilks' Lambda	F	df1	df2	Sig.
Q7_ We utilize a formalized organizational innovation strategy.	0.988	1.035	1	83	0.312
Q7_ Our organization recognizes organizational innovation as a necessary activity for business.	0.973	2.316	1	83	0.132
Q7_ Our organization views flexibility as having strategic value.	0.918	7.391	1	83	0.008
Q7_ We believe that good strategy hinges on having a creative entrepreneurial mindset.	0.978	1.895	1	83	0.172
Q7_ Our organization provides its managers with freedom to identify opportunities for innovation.	0.965	3.035	1	83	0.085
Q7_ We believe our organization provides our managers with the autonomy to adapt new technology	0.945	4.811	1	83	0.031
Q8_ We know our vision and mission.	0.999	0.054	1	83	0.817
Q8_ Leadership provide us with all the enabling resources.	0.868	12.645	1	83	0.001
Q8_ Our views are taken into consideration during strategy formulation.	0.948	4.564	1	83	0.036
Q8_ We are readily willing to accept change initiatives proposed by leadership.	0.903	8.908	1	83	0.004
Q8_ Our leadership take part in organizational turn-around strategies and demonstrate the importance of change.	0.901	9.131	1	83	0.003
Q8_ Employees are aware of the benefits of organizational innovation.	0.980	1.665	1	83	0.200
Q8_ Employees are personally responsible for the transfer and storage of knowledge in their area of specialty.	0.998	0.147	1	83	0.703
Q8_ Employees regularly report information they have found.	0.987	1.103	1	83	0.297
Q8_ Our organization has the technical infrastructure to enable knowledge sharing.	0.977	1.988	1	83	0.162

Q8_ Our organization has a succession plan in plan.	0.992	0.65 2	1	83	0.422
Q8_ We have a process in place for the conversion of individually held competence to systems tools.	0.991	0.77 2	1	83	0.382
Q8_ Our organization stores Intellectual Capital.	0.999	0.09 7	1	83	0.756
Q8_ We conduct an internal organizational climate audit.	0.982	1.51 8	1	83	0.221

LEADERSHIP, OI & BMI MODEL

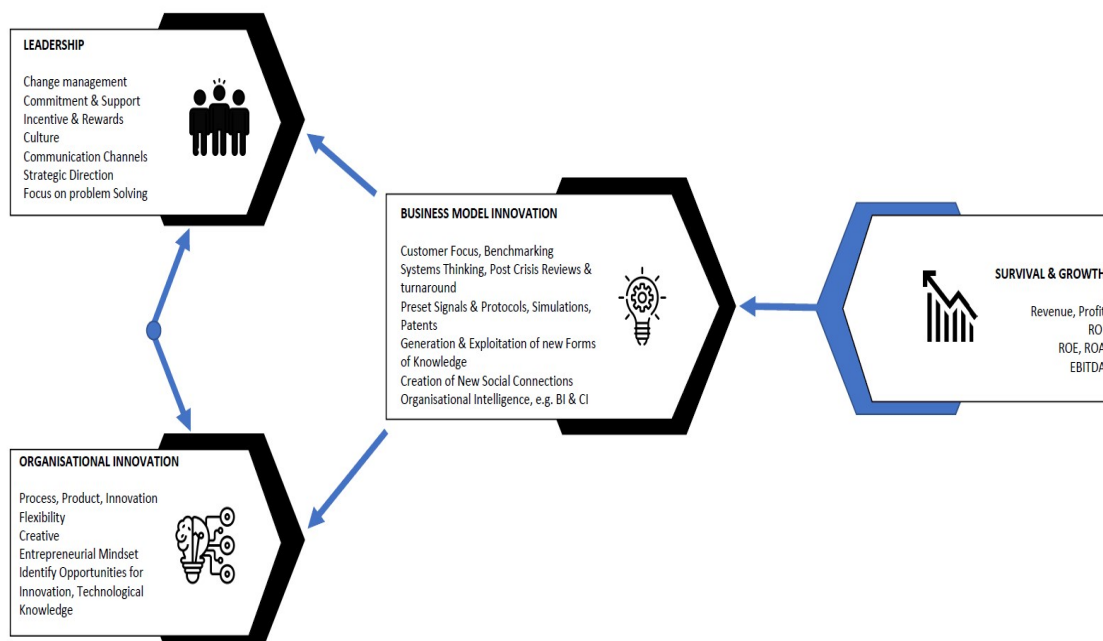


Figure 4. OI Based Model For Survival And Growth In A Turbulent Environment

volatile environment. It can therefore be suggested that the factors within the leadership construct contributes significantly to the achievement of good financial performance.

Conclusions

The findings from literature as outlined on the model (Figure 4.), led the researcher to draw conclusions about the effect leadership on compa-

nies in order to survive and grow despite volatility in the environment through innovation. The findings also enabled the researcher to be able to make recommendations for future study. It is evident that there is no single factor within leadership responsible for survival and growth. There is therefore a compelling reason to utilize this model which integrates most of the factors that can be used by an organi-

zation in order to survive and grow despite volatility in the environment.

The model developed provides a system consisting of three interrelated components namely, the constructs of leadership, OI and BMI. In stable environments, it is a matter for multinationals to manage their sustainability and growth. Indeed, leadership is generally tasked with this undertaking. However, when the environment becomes (unexpectedly volatile), a combination of activities and actions are required encompassing the interrelation between leadership, OI and BMI as one management system to achieve sustainability and growth. It is difficult for competitors to copy a synchronous system like this, unlike a product or a process innovation.

At the time of completing this research, there was volatility in the world environment again. There were huge political and economic outcomes that will have extreme impacts on the longevity of business in the world. The more the business world becomes connected, the greater the impact of these pressures on the long-term survival of entities. In focusing on OI and deploying appropriate leadership and BMI practices, it is possible to circumvent the possibility of failure. Since business creates its own value even if the objective is only to provide employment and produce products for consumption, its survival is of utmost importance to the survival of mankind in an increasingly volatile and turbulent environment.

If at least the research can add value to survival in the face of extreme volatility, the purpose of the research has been achieved. At the time of writ-

ing, the world is anticipating again significant threats to its stability and its obvious consequences to the world of business and its survival and growth. Classical examples are the rise of ISIS, the shift in the political environment in the US and the Covid-19 pandemic coupled with its knock-on effects on Africa. Indeed, it is not an event that these volatilities will be sustained, but most important is how do organizations survive and grow despite these? This research proposes that when leadership entrenches innovation in the form of OI and BMI, then its survival and growth are assured.

Recommendations For Future Research

Based on the literature, the following recommendations for future research are posited: Further research should be conducted to see how organizational innovation can be used in the services industry as the study focuses on the manufacturing industry. Further research should be done on non-managerial staff to understand how organizational innovation can be applied from this perspective.

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