

Title: Role of leadership styles and impact on the organisational transformation and culture

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Summary

This paper builds upon the Job Demand-Resource (JD-R) model, extending it to understand better its impact on overall firm performance, particularly in technology-based companies. The paper emphasizes that, in the fast-paced and highly competitive technology industry, leadership plays a pivotal role. Leadership is not only essential for guiding teams and maintaining high levels of motivation, but it also fosters an environment that promotes skill development. Additionally, the paper addresses the issue of burnout, which can be a significant challenge in demanding sectors like technology. Leaders, by prioritising employee well-being and providing support mechanisms, can help mitigate the effects of burnout. In technology-based firms, skill enhancement is crucial, as it correlates directly with the company's competitive advantage. Leaders can use the key drivers of knowledge management practices to create a work culture that balances job demands with the necessary resources for employees to thrive, thus preventing exhaustion and maintaining productivity.

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1. Introduction

As new and emerging technologies continue to disrupt industries, the ability of an organisation to effectively manage, share, and apply knowledge becomes a key competitive advantage. In high-tech sectors—where innovation cycles are rapid, and skill requirements shift constantly—organisations must go beyond traditional training models to adopt a more agile and tailored approach to workforce development. A strong knowledge management culture not only fosters innovation and collaboration but also enables the continuous, personalised enhancement of employee capabilities, aligning individual learning paths with evolving organisational goal. Organisational transformation in this context hinges on customising skill development strategies that are responsive to both current needs and future trends. Leadership and senior management are central to this transformation. By actively shaping a culture that embeds knowledge-sharing, experimentation, and continuous learning into the organisation's core values, leaders can drive scalable upskilling and reskilling initiatives that keep pace with technological advancement. This strategic orientation transforms knowledge management into a dynamic engine for change—where data, expertise, and insights are continuously leveraged to inform decision-making, optimise performance, and support innovation at all levels of the organisation. The VRIO framework provides a powerful lens for assessing leadership capabilities in this transformation. When applied thoughtfully, it highlights the unique, rare, and inimitable qualities that position leadership to build adaptive learning ecosystems. These ecosystems empower employees, teams, and the wider organisation to not only stay relevant but to lead in the era of digital disruption.

2. Literature Review

2.1 Organisational adaptation to handle burnout

The Maslach et al. (2001) study has been a cornerstone in the research on burnout, profoundly shaping our understanding of the condition. The study introduced the Maslach's Burnout Inventory (MBI), which has become one of the most widely used tools for measuring burnout. The MBI helps researchers and practitioners assess burnout across three main dimensions: emotional exhaustion, depersonalisation, and reduced personal accomplishment. This inventory has been instrumental in both academic research and practical interventions aimed at reducing burnout in various organisational settings.

In addition to the MBI, the study presented a multidimensional model of burnout, which conceptualises burnout as a complex, multidimensional phenomenon rather than a singular experience (Demerouti and Bakker, 2011). This model remains influential in occupational studies, providing a comprehensive framework for examining burnout not only as an individual problem but also as a response to broader organisational and work-related factors. The framework emphasizes that burnout is a dynamic process that is influenced by the interaction between individual, organisational, and environmental variables.

Interestingly, burnout may be indirectly related to dynamic capabilities, which refer to an organisation's ability to adapt, innovate, and respond to changes in the environment. This connection can be explored through the lens of organisational factors, which significantly affect both dynamic capabilities and employee well-being. For example, organisational culture, leadership style, and work design can either exacerbate or alleviate burnout. In an

organisation where leadership is supportive, and the culture encourages learning, collaboration, and innovation, employees are more likely to feel engaged, supported, and motivated, which can buffer against burnout (Demerouti et al., 2001).

Moreover, a positive organisational culture that fosters a sense of belonging and purpose can help employees manage work-related stress and build resilience, leading to better overall well-being. When employees are provided with opportunities for professional development, knowledge sharing, and skill-building, they not only enhance their dynamic capabilities but also maintain a sense of accomplishment and engagement in their work, which reduces the likelihood of burnout (Schaufeli and Bakker, 2004).

On the flip side, an organisation with a toxic culture, poor leadership, or poorly designed work structures may create an environment ripe for burnout. High demands, lack of control, unclear expectations, and insufficient support can diminish both employee well-being and the organisation's ability to innovate and adapt effectively.

In essence, a workplace that supports employee well-being - by addressing burnout, encouraging skill development, and fostering a positive and collaborative environment - can enhance dynamic capabilities, making the organisation more adaptable and resilient in the face of challenges. This highlights the interconnectedness of employee health, organisational practices, and the long-term success of an organisation.

Implemented thoughtfully, moral and benevolent leadership styles can act as strong job resources. They enhance employee engagement, trust, and job satisfaction by creating a sense of psychological safety and personal support, even if job demands remain high. Leaders offering emotional support, recognition, and clear moral standards help buffer the impact of stressors, thereby reducing the risk of burnout and promoting positive organizational behaviour (Dhaneesh, Iswarya and Anand, 2023). Exhaustion, particularly in caregiving and service-oriented professions, often stems from the high emotional demands and sustained interpersonal interactions inherent in such roles. Employees in these professions are frequently required to manage the emotional needs of others like patients, clients, or customers. This is often at the expense of their own emotional well-being. Over time, this emotional labour can lead to a progressive form of exhaustion that manifests as burnout, a psychological syndrome that has garnered significant attention in occupational health research. burnout is traditionally understood as comprising three core dimensions which are emotional exhaustion, depersonalization or cynicism, and reduced personal accomplishment. Some researchers argue that these are not separate phenomena, but rather different expressions of an underlying, cumulative state of exhaustion. From this perspective, exhaustion is seen as the core component of burnout, unfolding across various contextual layers, each shaped by the specific nature of professional experience (Mańkowska, 2025).

2.2. Leadership and knowledge management practices

Organisational mechanisms work alongside structural mechanisms to integrate dynamic capabilities with learning processes, ensuring that an organisation remains adaptive and competitive (Lichtenthaler and Lichtenthaler, 2009). These mechanisms facilitate the realignment and reconfiguration of an organisation's knowledge capacities to align with its strategic objectives and evolving internal and external knowledge landscapes (Zahra et al., 2006). This process involves multiple key components, including leadership, employees, and

organisational culture, all of which play a crucial role in fostering an environment where learning and innovation thrive.

At the core of this integration is the organisation's ability to manage and harness knowledge effectively, ensuring that both internal and external knowledge flows contribute to strategic decision-making and operational efficiency. Leadership plays a pivotal role in driving knowledge capacity management, as strong leadership can transform organisational culture, encouraging openness, adaptability, and continuous learning. This leadership-driven cultural transformation is particularly important in fostering open innovation, where organisations leverage both internal expertise and external collaborations to enhance their knowledge base and dynamic capabilities (Barney, 2001).

A key concept introduced in this context is spatial separation within knowledge management capacities. This concept suggests that different types of knowledge are cultivated in different units of an organisation. By separating and structuring knowledge domains strategically, organisations can optimise specialisation, efficiency, and innovation. For instance, an R&D department may focus on cutting-edge technological advancements, while a marketing division may refine consumer insights and market trends. Although these knowledge domains are distinct, the challenge lies in ensuring cross-functional collaboration so that knowledge is effectively shared and integrated across different parts of the organisation.

In practice, spatial separation can be beneficial for organisations that need to manage complex knowledge landscapes, particularly in industries where specialised knowledge drives competitive advantage. However, organisations must implement mechanisms to bridge knowledge silos, ensuring that different units effectively share insights and contribute to the organisation's overall knowledge ecosystem. Interdepartmental collaboration, knowledge - sharing platforms, and leadership - driven integration strategies are crucial in mitigating potential fragmentation and ensuring that knowledge capacities remain aligned with the firm's broader strategy (Bakker and Demerouti, 2007). In the JD-R model one of the main components is the leadership integration (Schaufeli, 2015). A comparative between the JD-R model and the engaging leadership theory is provided below:

JD-R model (Bakker and Demerouti, 2007)	Leadership Theory (Schaufeli, 2015)
Aspects that require effort and lead to burnout if not managed and aspects that help achieve work goals, reduce demands, and promote engagement.	Positive form of leadership termed engaging leadership. Although not fully defined in this paragraph, engaging leadership typically involves behaviours that inspire, empower, and connect with employees in a way that promotes work engagement
High demands → Burnout → Negative outcomes High resources → Engagement → Positive outcomes. (Motivational) Demands/resources → outcomes	Functionally, leadership does not just supervise but actively influences job demands and resources, which are central to the JD-R model. Leadership → demands/resources → outcomes

Emphasizes worker experience of job context	Emphasizes leader's impact on that context
Few studies addressed leadership in JD-R	This study formally integrates it
(Xanthopoulou et al. 2006) tested the JD-R interaction hypothesis among employees from two home care organizations. (Hakanen, Bakker, and Demerouti, 2005) tested on a sample of Finnish dentists employed in the public sector. (Bakker <i>et al.</i> , 2005) studied a sample of 1000 employees in the higher education sector to find similar results.	Online survey of the Dutch workforce has been conducted, and the leadership integration was strongly emphasized.

Table1: Comparison between JD-R Model and Leadership Theory

The above table shows a theoretical innovation by embedding engaging leadership directly within the JD-R model. Leadership is no longer a background factor or a moderator but a direct influencer of the core constructs that demands and resources that drive both burnout and engagement. This provides a more comprehensive understanding of how work environments and psychological outcomes are shaped and positions leadership as a critical lever in occupational health and motivation. The SCAP scoring further uses the absorptive capacity to granularize the role of individual skillets and organisation skill base that is guided and enhanced by the leadership elements.

Overall, the interplay between organisational and structural mechanisms, dynamic capabilities, and knowledge management determines how effectively an organisation can adapt to changing environments. By fostering an open, innovation-driven culture and strategically managing knowledge capacities - including the use of spatial separation - organisations can enhance their ability to learn, evolve, and maintain a sustainable competitive edge (Cohen and Levinthal, 1990). The transformative capacity is crucial to adapt and evolve as the new and emerging technologies are being implemented. It enables firms to navigate complex changes, drive innovation, and sustain long-term success. It is not a singular trait but rather a combination of multiple capacities that collectively shape an organisation's ability to evolve and adapt (Cohen and Levinthal, 1990). The leaders must anticipate future trends, set a compelling vision, and inspire employees to embrace change. A strong leadership team fosters an adaptive mindset within the organisation, ensuring alignment between strategic goals and transformational efforts. Organisations must proactively analyse market trends, technological advancements, and competitive landscapes to anticipate disruptions and position themselves advantageously. This involves scenario planning and continuous environmental scanning. The ability to pivot strategies, restructure operations, and embrace change rapidly is crucial. Agile organisations can reconfigure resources, processes, and structures to respond to emerging challenges and opportunities. Moreover, implementing transformation requires more than just a vision - it necessitates a structured approach to managing change. Organisations must address employee resistance, align stakeholders, and ensure smooth transitions by using well-established change management frameworks. Specifically, culture that encourages experimentation, creativity,

and risk-taking is fundamental for transformative capability. Firms that challenge conventional thinking and continuously seek novel solutions are more likely to maintain a competitive edge. This does not eliminate the transformative change is required for seamless coordination across different departments, teams, and even external partners. Organisations that foster collaboration break down barriers to knowledge exchange, enhancing adaptability and strategic alignment (Cohen and Levinthal, 1990). Organizational resilience is most robust when leadership and employee engagement co-evolve in response to environmental turbulence (Njaramba and Olukuru, 2025)

One of the biggest threats to transformative capability is the loss of critical knowledge when employees leave the firm. Without proper mechanisms to retain, document, and transfer knowledge, organisations risk losing valuable intellectual capital, leading to inefficiencies and setbacks in transformation efforts (Garud & Nayyar, 1994; Campbell, 1960; Lane et al., 2006). Implementing knowledge retention programs such as mentoring, documentation, and succession planning can mitigate this risk. Along with the knowledge retention programmes encourage collaborative knowledge-sharing environments to prevent knowledge from being concentrated in a few individuals. This helps develop technology-driven knowledge like AI - driven knowledge management systems that systematically capture and structure institutional knowledge (Garud & Nayyar, 1994). Organisations that successfully develop transformative capability are better positioned to navigate industry disruptions with agility that is creative and innovative business models that differentiate them from competitors. By effectively managing resources, fostering a culture of learning, and leveraging strong leadership, organisations can keep knowledge alive, drive transformation, and maintain a sustainable competitive advantage in an increasingly dynamic and uncertain business environment (Lane et al., 2006).

2.3. Role of leadership to facilitate the employee engagement

The conceptual framework of the Job Demand-Resource (JD-R) model presented below integrates dynamic capabilities into its structure (Bakker et al., 2008; Broeck et al., 2013; Schaufeli and Bakker, 2004). The first component encompasses three key dynamic capabilities: absorptive capacity, adaptive capacity, and innovative capacity. Together, these capabilities shape factors such as work pressure, emotional demands, and work-home conflicts, ultimately contributing to improved firm performance.

However, resources within the model can be leveraged more effectively by focusing on a specific dynamic capability - absorptive capacity. This enables access to various self-development mechanisms, including team cohesion, colleague support, coaching, harmony, autonomy, and supervisor support. This aspect of the framework highlights how existing knowledge is both complemented and advanced through this research (Sinha, 2024). The knowledge management practices are a part of the resources of the organisation. This is denoted by the absorptive capacity of organisation (Cohen and Levinthal, 1990; Lichtenthaler, 2009).

Change management is a broad and complex field that builds upon all the previously covered areas. The Stra.Tech. Man (Strategy-Technology-Management Synthesis) approach examines how change and innovation are managed, particularly when new technology is introduced (Vlados, 2019). Change can take various forms, such as process transformations or service enhancements, but it ultimately affects the organisation. Organisational change involves

shifting from one set of behaviours, practices, and operational modes to another, leading to transformations in both internal dynamics and external relationships (Battilana and Casciaro, 2012).

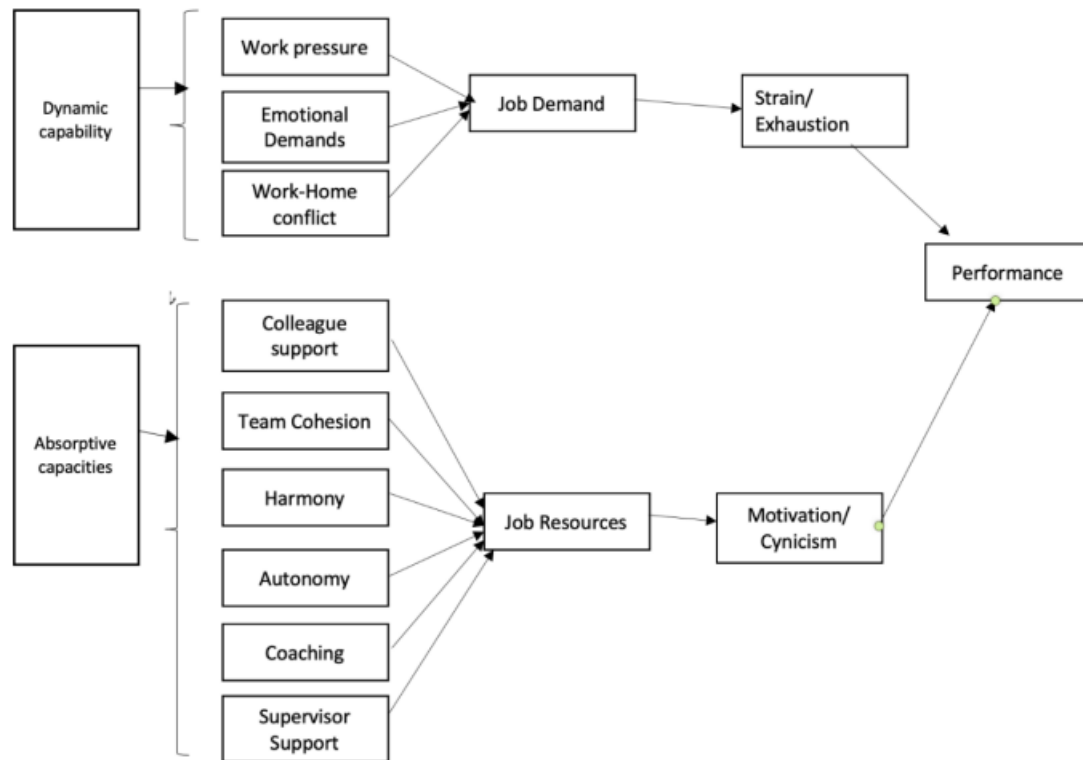


Figure 1: JD-R model with the capabilities added (Bakker et al., 2008; Sinha, 2024)

To create more positive employee engagement the challenge that the management faces at this level is that some of these can be dealt in a straightforward way through training and communication but what becomes more and more difficult is the emotional aspect. The emotions attached to the occasional stress that the employees undergo ranging from anxieties of loss of job, status, power, influence, or the fear of risk taking cannot be dealt directly. It needs creativity that will generate discussion of the concerns, address the conflicts and reassure the employees. Chatzoglou and Chatzoudes (2018), relates innovation as a process in which ideas are translated in the form of marketable value-added services to customers and goods to enhance the revenue for producers. It has been observed that at the organisational level, most innovation happens from external sources rather than in-house invention (Plessis, 2007). Firm critical knowledge management process has made many authors segregate the knowledge creation and exploration on one hand and exploitation or application on the other. Some authors like (Argote et al, 2003; Bogner and Bansal, 2007) emphasize on the fact that retaining of knowledge is a very important aspect for the firm. Multiple authors have also mentioned the need of combination of internal and external knowledge (Grant and Baden-Fuller, 2004; Gulati, 1999). This paper also discusses the research model that embeds the consequences and antecedents of dynamic capabilities in an integrated framework. There has been relentless competition amongst firms that constantly re-align, re-create, refresh their

resource capabilities in tandem with the competitive environment. The competitive environment encompasses the wisdom acquired from previous work that is based on distinctive competence (Learned et al. 1969; Selznick 1997). In other words, there has been relentless competition amongst firms that constantly re-align, re-create, and refresh their resource capabilities in tandem with an increasingly volatile and complex competitive environment. This environment is shaped not only by technological disruption and market dynamics but also by the cumulative wisdom and experience embedded in distinctive competencies (Learned et al., 1969; Selznick, 1997). Within this context, two interrelated facets of dynamic capabilities are the adaptive capability and innovative capability which play a critical role in how organisations manage and deploy their resources strategically. Adaptive capability refers to a firm's capacity to respond effectively to environmental changes by reconfiguring its existing resource base. This includes reallocating or reshaping tangible and intangible assets such as knowledge, skills, processes, and technologies to remain aligned with shifting market demands or technological paradigms. It enables firms to sense opportunities and threats, absorb external shocks, and reorient their strategic focus without losing momentum. Adaptive firms use historical knowledge as a strategic asset, while also staying flexible enough to abandon outdated practices in favour of more competitive alternatives. Innovative capability, on the other hand, reflects the organisation's proficiency in leveraging its resources to generate, develop, and implement new ideas, products, services, or business models. It involves not just access to knowledge and technology, but the organisational processes, leadership mindset, and collaborative culture necessary to transform those resources into novel value-creating outcomes. Organisations with high innovative capability are able to go beyond reactive adaptation, driving proactive transformation that positions them ahead of the competition. Together, these capabilities determine a firm's ability to evolve its resource configurations not merely to maintain strategic fit with the environment, but to shape and lead industry change. In this way, adaptive and innovative capacities serve as enablers of the dynamic capability, helping firms sustain competitive advantage in markets defined by uncertainty, rapid innovation, and knowledge intensity. The absorptive capacity driven SCAP scoring, and its key factors, cascade into overall firm performance through the resources. This aspect of utilising absorptive capacity as the appropriate dynamic capability was previously absent in the Job Demand-Resource model. The role of absorptive capacity acts as an integral factor, and when granularized into individual and organisational aspects, it can enhance overall firm performance. This theoretical contribution aids in understanding how individuals and organisations can leverage absorptive capacity to enhance knowledge bases and skill sets. The enhanced skill sets can address job demands and mitigate skill-related burnout and stress experienced by resources, ultimately enhancing overall firm performance. Technological firms stand to gain a competitive advantage when leveraging the absorptive capacity of both individuals and organisations. The empirical contribution provides absorptive capacity-driven key factors to establish the SCAP matrix, assisting organisations in creating customised pathways for skill development and progress (Sinha, 2024)

Individual factors	Organisational factors
Positive Attitude	Organisational collaboration
Awareness-based-motivation	Incentive schemes
Age-based-motivation	Organisational training
Competitiveness	Hands-on-experience
Accessibility to digital learning platform	Industry placement
Developing basic knowledge	Rotation of job roles
Willingness to avail opportunities	Organisational funding

Table 2: Factors affecting the skills enhancement in technical organisations (Sinha, 2024)

Skills (includes the different skills for IoT like engineering, Analytics, cloud computing, Machine learning and predictive modelling)	Continuous Learning (using inclusivity and diversity as a new method to amplify learning)
Attitude (includes the degree of willingness to upskill)	Processing (the scope of self-development and application of new learnings.)

Table 3: SCAP scoring (Sinha, 2024)

The SCAP scoring helps organisations to impart the skill development readiness. This happens when the individual key factors like positive attitude, awareness-based motivation, age-based motivation is supported by the organisational key factors like organisational collaboration, organisational training and incentive schemes to help individuals identify the skills they need to develop (Sinha, 2024). The organisational factors are about organisational collaboration, incentive schemes, organisational training, hands-on-experience, industry placement, rotation of job roles and organisational funding. The organisational absorptive capacity can be exploited successfully if these key factors exist.

The SCAP matrix is a matrix that uses the skills analysis which investigates the skill gap of the already existing skills in the individuals and organisations to the desired skills for the individual and organisation. This skill gap is useful to create an environment that will support continuous learning. Continuous learning is a part of the organisational culture that makes innovation possible. This continuous learning process creates an atmosphere for individuals who are open to learning and discover new methods to process the new knowledge they gain. The new knowledge gained is dissipated across the organisation. The matrix can be used for the performance review of the individuals by the Human Resource department. This can be then contrasted to the organisational components to create the optimisation of the performance of resources. The implementation of the new technology can always be accompanied by this matrix to understand how to create and retain the knowledge base within the organisation and motivate employees to drive the skill enhancement dynamics. The SCAP matrix evaluates the skill development process by assessing key factors such as relevant skills, continuous learning opportunities, learning attitude, and self-development processes. Each of these elements contributes to an overall score, which reflects an employee's readiness

for skill development. By comparing the obtained score to a predefined maximum, the SCAP matrix calculates the percentage of skill development readiness for both employees and the organisation. This percentage provides a clear measure of progress and areas for improvement in professional growth. This can be then studied by the concerned department to evaluate the skill development readiness from time to time to create a dynamic profiling for better insights used for the informed decision making. Leadership roles can use the automated version of the SCAP matrix to identify customised pathway to develop the resource skills which can be used to gain the competitive advantage for the firm. To create the factors affecting the skills enhancement in a technical organisation 25 subject matter experts related to Internet of Things were interviewed (Sinha, 2024). The semi-structured interviews have been used to triangulate the skills gap observed by the DRIVA data of 1455 participants for various technical workshops that involved the new and emerging technologies like internet of things. The data tag which referred to the skills required, and skills wanted to work with new and emerging technologies like: Artificial Intelligence, Internet of Things, Blockchain etc., was used to create the skills gap. This skills gap was then triangulated and cross-examined by the subject matter experts and then the factors highlighted were created. The bridge, or the connection between the factors and the SCAP scoring is the leadership elements of the organisation. Technology firms do bank of niche skillsets and strategies on skills enhancement to become the market leader and gain sustainable competitive advantage. The theoretical contribution of this research is the advancement of the Job Demand Resource model and the current paper further granularizes the theoretical contribution with leadership elements. This is provided in the section of the conceptual framework.

The focus on leadership to create more skills transfer that can prevent burnout and enhance emotional engagement is mainly through the knowledge sharing best practices. The factors affecting the skills enhancement in a technical organisation can create more psychological safety and encourage open dialogue, normalise mistakes as learning opportunities, and foster an inclusive environment to recognise and give importance to everyone's voice (Newman, Donohue, and Eva, 2017). This is because employees feel safer expressing their concerns and feel more valued. This enhances the overall employee engagement. The open innovation model utilises the environment where employees can have a say in the decisions affecting their work and provide insights for more productive approaches. This also helps to eliminate micromanagement which can be averse to innovative thoughts.

3. Findings and Discussion

This structured literature review paper is more focused on the year-on-year comparative analysis on how the leadership; knowledge management and organisational behaviour becomes embedded as the organisations are evolving. It does use the SCAP scoring and the factors which are derived through a blend of qualitative and quantitative data analysis. The following sections include how the relevant literature has been selected.

3.1 PRISMA Flow diagram for the selection of best fit articles

The PRISMA framework (Moher et al., 2009) follows four key stages - identification, screening, eligibility assessment, and inclusion - to select the most relevant literature. A total of 6,359 articles were retrieved from various databases, including ScienceDirect, Elsevier, Google Scholar, ResearchGate, and Wiley. Articles published before 1955 were excluded, eliminating 2,113 papers. The remaining 4,246 articles were then screened based on their titles and abstracts. At this stage, 2,060 papers were excluded for being non-research articles, non-peer-reviewed, or outside the fields of business, management, or social sciences. Following a full-text review of the remaining 2,186 papers, 2,155 articles were excluded for lacking relevance to the study's focus. Ultimately, 35 articles were selected for inclusion. In summary, the selection of these 35 articles followed a structured approach based on the four PRISMA stages: identification, screening, eligibility, and inclusion. In the identification phase, a comprehensive search is conducted across various databases, journals, and sources to gather a broad range of articles related to the research topic. This stage aims to capture all potentially relevant studies using specific keywords and search criteria. Next, during the screening phase, duplicates are removed, and the remaining articles are evaluated based on their titles and abstracts to determine their relevance to the research question. Articles that do not align with the study's focus are excluded at this stage. The eligibility phase involves a more in-depth review, where the full text of the screened articles is assessed against predefined inclusion and exclusion criteria, such as study design, population, or methodology, ensuring that only high-quality and relevant studies are considered. Finally, in the inclusion stage, the articles that meet all the criteria are selected for analysis and synthesis in the research. This systematic process ensures that only the most relevant, credible, and high-quality articles are included, strengthening the validity and reliability of the study's findings.

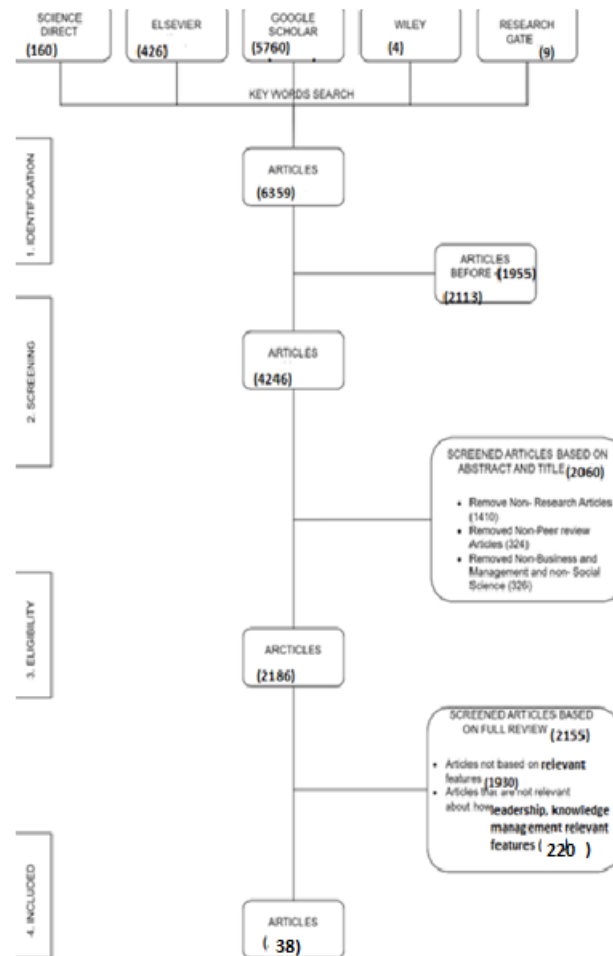


Figure 2: PRISMA Flow Diagram for literature Review (Moher et al., 2009)

3.2 Key words extract

The keywords were carefully analysed, revealing that knowledge management, leadership, and strategy had the highest frequency across the studied articles. This highlights a strong correlation between leadership and its role in strategically guiding knowledge management, fostering innovation, and enhancing organisational performance. The findings emphasize that effective leadership is pivotal in creating an organisational environment that not only drives performance but also prioritizes employee well-being. Leaders who strategically manage knowledge and innovation can build systems and cultures that reduce workplace stress and burnout, promoting a more balanced and supportive work environment. The articles demonstrate that when leadership aligns strategy with knowledge management practices, it results in improved decision-making, increased collaboration, and higher levels of creativity, all of which contribute to a healthier and more productive organisational climate. Moreover, the studies suggest that leadership focused on employee well-being can lead to greater job satisfaction, lower turnover rates, and an overall positive impact on firm performance. This reinforces the idea that integrating leadership with strategic knowledge management is essential for fostering innovation, improving organisational outcomes, and ensuring a stress-free, burnout-free, and well-being-oriented workplace.



Figure 3: Key word extract (Source, Author)

The count of key words emphasis the strategy and the leadership, knowledge management and the firm performance. The graph below shows the mapping of key words and the frequency in which it appears.

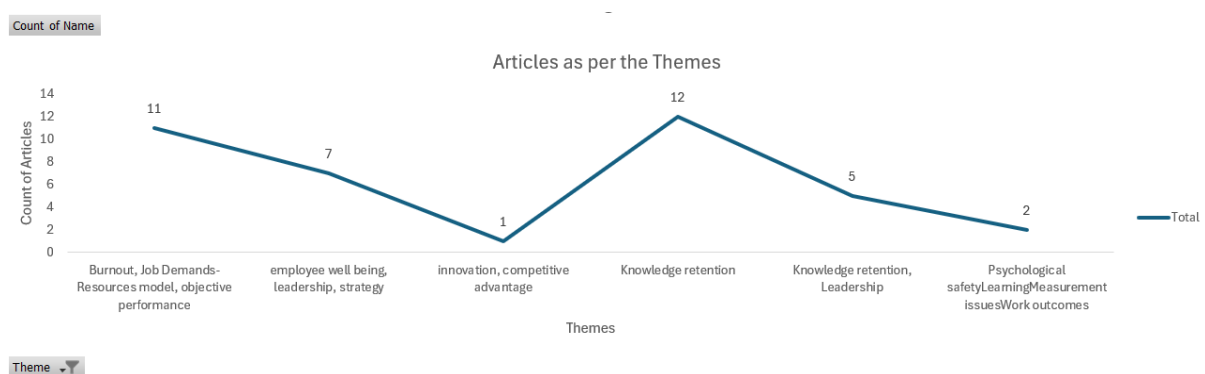


Figure 4: Keyword extract as per themes (Source, Author)

The tableau visualisation graph below presents a year-on-year comparison that tracks the frequency and clustering of specific keywords such as leadership, knowledge management, learning strategy, and work engagement within recent articles. This visual representation reveals a growing trend in which these concepts are increasingly interlinked and emphasized in the same studies over time. The data suggests that evolving organisations are placing a heightened focus on researching the leadership elements that are critical to developing effective strategies for enhancing knowledge management, fostering organisational learning, and improving firm performance. This shift indicates that leaders are recognising the importance of aligning strategic goals with robust knowledge management practices to drive innovation, collaboration, and continuous improvement. The clustering of these keywords reflects an organisational shift toward creating a more dynamic and engaged workforce by integrating leadership, learning, and knowledge-sharing strategies. As organisations continue to adapt to an increasingly competitive and fast-changing environment, these elements are seen as key enablers for building a sustainable competitive advantage and achieving long-term success. This trend underscores the growing recognition of the role that leadership and knowledge management play in shaping organisational outcomes, demonstrating a clear

evolution toward more strategic, people-centred, and knowledge-driven approaches to business management.

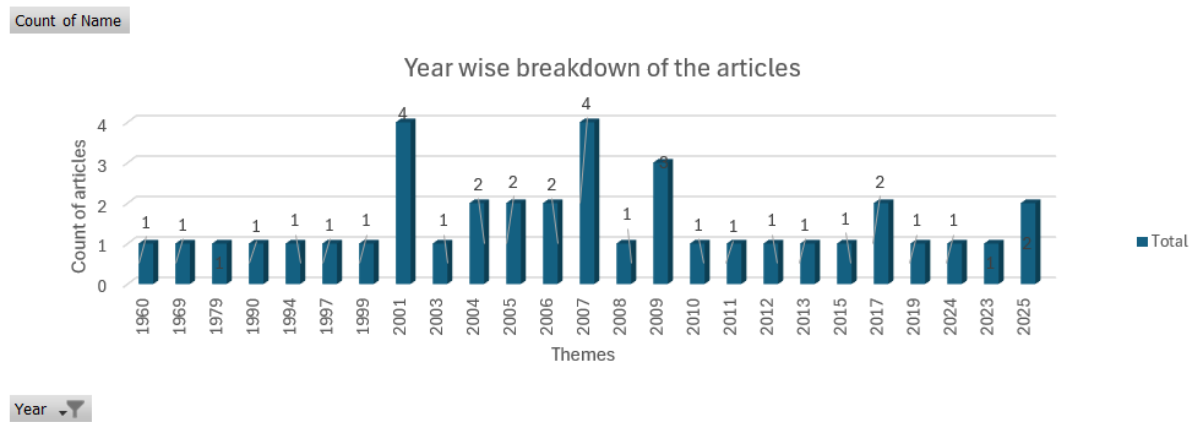


Figure 5: Count of theme as per the year (Source, Author)

A few visualisations are used to put forth the conceptual framework in the next section.

4. Conceptual Framework

The job demand-resource model (JD-R model) is a theoretical framework used in occupational psychology and human resource management to understand how job demands, and job resources influence employee well-being, engagement, and job performance (Demerouti and Bakker, 2011). The model suggests that the interaction between job demands, and job resources can impact employee outcomes. Job demands are the physical, cognitive, emotional, and social aspects of a job that require effort from employees. Examples of job demands include workload, time pressure, emotional demands, and role ambiguity. High job demands can lead to increased stress, burnout, and reduced well-being. The job demand resource framework along with its advancement by (Sinha, 2024) is as follows:

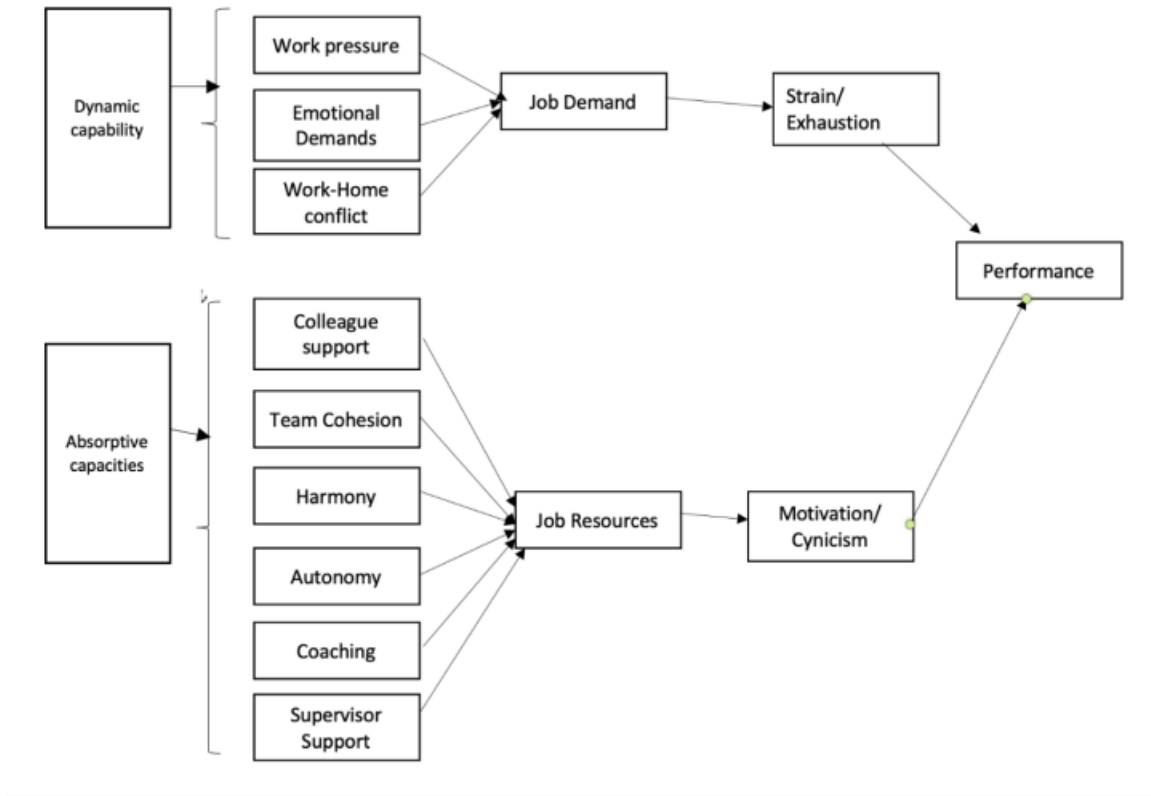


Figure 6: J-DR Model (Dermeroutti & Baker 2011; Sinha, 2024)

The further granularity of this model is adding the leadership elements in this framework. This leads to connecting the dynamic capability and the absorptive capability. It is denoted through the help of the framework below:

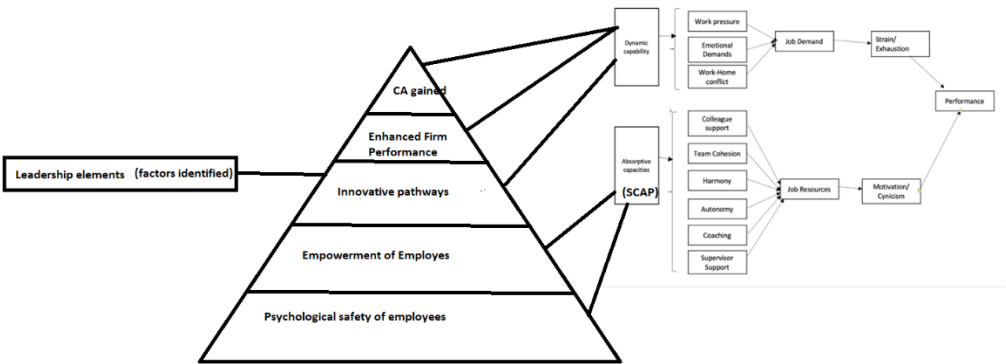


Figure 7: Conceptual framework for Leadership Attributes (Source, Author)

In this framework the leadership is managing the emotional engagement, knowledge management practices lead to enhanced absorptive capacity that helps create more colleague support, team cohesion, harmony, autonomy, create an environment of coaching and supervisory support system. This helps the job resources to be motivated and perform better. The leadership elements derived from the factors identified for the technological firms lead to customising the pathway to achieve the competitive advantage. For the factor of collaboration, it's creating an environment that fosters psychological safety requires intentional leadership strategies. The strategy to build trust through open communication create spaces where team members feel safe sharing ideas, concerns, and mistakes without fear of judgment. This fosters positive attitudes and awareness-based motivation for the individuals as identified in the factors table. When employees feel heard and trusted, they're more likely to contribute authentically and collaborate effectively. Organisational collaboration is a success to foster innovative pathways. Leaders who prioritise open communication build trust by encouraging honest dialogue, actively listening, and maintaining transparency, which empowers team members to speak up without fear of judgment. Inclusivity is another critical element, where leaders ensure diverse perspectives are heard, promoting equal participation and valuing differences. Normalising mistakes as learning opportunities further strengthens psychological safety; when leaders model vulnerability and focus on growth rather than blame, it reduces fear of failure and encourages creative risk-taking. Empowering teams through shared decision-making and delegated authority also enhances collaboration, giving employees a sense of ownership and belonging. Demonstrating empathy and emotional intelligence—such as checking in on team well-being and handling conflicts constructively—creates a supportive atmosphere where individuals feel respected and understood. Regular feedback loops, including two-way and anonymous feedback, reinforce a culture of continuous improvement and trust, especially when leaders act on suggestions. Lastly, modelling respectful collaboration by establishing clear communication norms and addressing power imbalances ensures that all voices are valued. Together, these leadership practices cultivate an environment where team members feel safe, engaged, and motivated to collaborate effectively, ultimately reducing the risk of burnout and driving organisational success.

Job rotation and organisational training are powerful strategies implemented by the senior leadership team, that foster employee empowerment, ultimately providing a technological firm with a significant competitive advantage. By implementing job rotation, employees are exposed to various roles and functions within the organisation, allowing them to develop a diverse skill set, gain a holistic understanding of the company's operations, and foster cross-departmental collaboration. This not only enhances individual adaptability and problem-solving abilities but also creates a more agile and versatile workforce capable of responding to dynamic technological advancements. Complementing job rotation with comprehensive organisational training ensures that employees continually update their technical and soft skills, keeping pace with rapid industry changes. Training programs focused on innovation, emerging technologies, and leadership development empower employees to take initiative, drive process improvements, and contribute creative solutions. Together, these practices boost employee engagement, job satisfaction, and retention, as team members feel valued and invested in. For the firm, this results in a highly skilled, motivated, and flexible workforce that can innovate faster, adapt to market changes, and maintain a competitive edge in the technology sector. Employee empowerment through job rotation and organisational training can significantly enhance age-based motivation and competitiveness within a diverse workforce. Different age groups often have varying motivational drivers - while younger employees may seek learning opportunities and career advancement, older employees might

value skill diversification and meaningful engagement. Job rotation caters to these needs by offering younger workers exposure to different roles, accelerating their professional growth, while providing seasoned employees with fresh challenges that break routine and keep them engaged. Simultaneously, organisational training ensures that all age groups stay current with evolving technologies and industry trends, reducing skill gaps and promoting a culture of continuous learning. This inclusive approach empowers employees of all ages, boosting their confidence and sense of value within the company.

Hands-on experience and industry placements serve as vital gateways to enhancing accessibility to digital learning platforms, enabling employees to develop the skills required for new and emerging technologies like IoT, blockchain and AI etc. By engaging in real-world industry environments, employees gain practical insights that complement theoretical knowledge, fostering a deeper understanding of complex technological applications. These experiences often highlight specific skill gaps, guiding employees to targeted digital learning resources such as online courses, virtual labs, and certification programs. Access to these platforms allows continuous upskilling, ensuring that employees stay current with rapid advancements in IoT, AI, and other emerging fields. Moreover, the integration of hands-on experience with digital learning creates a dynamic learning ecosystem that encourages innovation.

Leadership strategies play a pivotal role in fostering the development of basic knowledge and encouraging a willingness among employees to seize opportunities provided through organisational funding, ultimately leading to enhanced skills and improved firm performance. Effective leaders begin by creating a culture that values continuous learning and personal development, clearly communicating the importance of skill enhancement in driving both individual and organisational success. They actively promote available funding opportunities for training, certifications, workshops, and higher education, ensuring employees understand how these resources can benefit their careers. Leaders also implement mentorship programs and personalised development plans that align employee goals with organisational needs, fostering intrinsic motivation to pursue learning. By recognising and rewarding employees who take advantage of such opportunities, leaders reinforce positive behaviours and set examples for others to follow. This strategic focus on skill enhancement not only empowers employees with up-to-date knowledge and competencies but also leads to higher engagement, innovation, and productivity. As a result, the organisation benefits from a more capable and motivated workforce, driving improved overall performance and a sustainable competitive advantage in the market.

Hence the skill readiness of the resources measured through the absorptive capacity driven SCAP scoring can be implemented once the leadership elements derived through the factors are in place. Hence in this conceptual framework the leadership elements can bridge the gap between job demand and the resource requirements for an overall enhanced firm performance. Effective leaders are adept at identifying the specific skills, tools, and support employees need to meet the evolving demands of their roles while ensuring that workloads remain manageable. Through strategic resource allocation, leaders can provide the necessary training, technology, and support systems that empower employees to perform efficiently and adapt to new challenges. Clear communication, goal alignment, and proactive problem-solving are key leadership practices that help clarify expectations and streamline processes, reducing friction between job demands and available resources. Additionally, empathetic leadership that prioritizes employee well-being ensures that workloads are balanced, preventing burnout and fostering sustained productivity. By continuously assessing and addressing gaps between job expectations and resource availability, leaders create an

environment where employees can thrive, leading to improved job satisfaction, higher efficiency, and ultimately, enhanced overall firm performance.

5. Conclusion

In conclusion, organisational transformation and change development are deeply influenced by the leadership styles that guide and shape the organisation's direction as the organisation evolve into industry 5.0. Effective leadership plays a pivotal role in fostering a culture that embraces change, innovation, and continuous growth. Transformational leadership, for instance, inspires employees to align with a shared vision, encourages creativity, and motivates individuals to exceed expectations, ultimately driving both cultural and operational shifts. Conversely, leadership styles that emphasize communication, empathy, and collaboration can foster an environment of trust and psychological safety, essential for supporting employees through periods of change. The impact of leadership on organisational transformation is evident in its ability to shape organisational culture, promoting adaptability, resilience, and openness to new ideas. By adapting their leadership style to meet the needs of the organisation and its people, leaders can effectively manage the complexities of transformation, cultivate a positive and forward-thinking culture, and position the organisation for sustained success in an ever-evolving business landscape.

6. References

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