

A Review on Holistic Leadership and Knowledge Creation in Corporate Entrepreneurial Research

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Introduction

Research on corporate entrepreneurship supports the notion that different leadership styles and behaviours of the corporate management may be the predictors for the emergence of more favorable entrepreneurial practices in the contemporary organizations. Furthermore, corporate entrepreneurship is challenging in contemporary organizations due to high technical HR systems, organizational hierarchies, culture, traditional leadership approach and lack of entrepreneurial knowledge. Therefore, it is the responsibility of corporate leaders to provide a holistic approach to their employees to develop more novel ideas which lead to effective organizational performance in the future. However, entrepreneurial practices was not the foremost focus of many managers as they directly focused on short term achievements of the company rather than the developmental opportunities which will give a return in the future (Jong & Hartog, 2007). Even though extant studies stress that holistic leadership of management and orientation plays a vital role, relatively few studies (Kodama M., 2017; Kodama M., 2018) have tested how and why holistic leadership such an overall understanding emerge for corporate entrepreneurship. Therefore, the main drive of this study is to create an enhanced understanding of how corporate entrepreneurial studies has grown pertaining to the holistic leadership and its outcomes over the past decades.

Methodology

The author has employed the review methodology to enable a detailed analysis of the literature in the process that was both reproduced and apparent. As directed by the research purpose, the review of 27 articles published among 1999 to 2020 based on potential areas were extracted from a few databases like Emerald Insight, Jstor and Google Scholar for elaborating and understanding the incidence under the study.

Findings

The analysis suggests that the scholarly discovery on corporate entrepreneurial research which has developed over time suggested that there are many antecedents supporting the corporate entrepreneurship such as knowledge creation, status- hierarchy of organizations and intra-firm communication between holistic leadership and corporate entrepreneurship. Additionally, organizational effort on corporate entrepreneurship, including leadership support, creates more value on knowledge creation for a successful implementation of corporate entrepreneurship (Zahra, Nielsen, & Bogner, 1999). Furthermore, the holistic leadership approach has been identified as vital in the

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workplace as it is a combination of three sub dimensions firstly, centralized leadership which facilitates rules and discipline, vision, and implement strategic planning, secondly, distributed leadership is autonomous, distributed, creative, supportive and thirdly, dialectical leadership that recognizes senses and psychological aspects of individuals.

Conclusion

The study illustrated how corporate entrepreneurship has evolved into a discrete research area, featured by practical and theoretical research agendas such as contributing to the contingency theory of leadership and human capital theory with two domains related specifically to knowledge creations; declarative knowledge which is the factual information stored in memory and procedural knowledge which is the knowledge of how to perform, or how to operate, namely the ‘know-how’ knowledge. Apart from that, this study contributes to the contemporary organizational practices on more innovations to gain a sustainable competitive advantage over rivals and knowledge creation among employees. For future researchers, the suggested model provides an understanding of corporate entrepreneurship and leadership behaviour.

Keywords: *Corporate Entrepreneurship, Holistic Leadership, Intra-Firm Communication, Knowledge Creation, Status Hierarchy*

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