Adaptive Leadership Style as a Method to Overcome Organizational Crisis for Japanese MNC in Indian Market

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Abstract: In today's unstable business world, a company needs strong leadership and crisis management to stay alive and thrive. This study looks at how employees feel about adaptive leadership and crisis management methods by using survey data from several companies. The poll looks into how often organizational crises happen, how important adaptive leadership is in crisis management, how well current crisis management methods work, and how familiar employees are with the ideas of adaptive leadership. The results show that people have different amounts of experience with adaptive leadership. They have also dealt with organizational crises many times and strongly think that adaptive leadership is an important part of managing crises. Transformational leadership, which stresses the need for empowering and inspiring leadership during tough times, is the most popular way to deal with disasters. Different companies are not always ready or good at handling crises, but there are ways to make employee participation, communication routes, and the organization's ability to learn from past crises better. By focusing on these areas, organizations can improve their crisis management and adaptable leadership, which will make them stronger and more flexible when things go wrong.

Keywords: Adaptive leadership, crisis management, organizational resilience, transformational leadership, employee involvement.

Introduction

This day's business world is very fast-paced and constantly changing, which can cause many problems for companies. These problems can slow down operations, hurt their image, and hurt their bottom line. Effective leadership and disaster management are necessary for a company to get through these tough times. To get through tough times, businesses need leaders who can change. This kind of leadership is important because it can adapt to change, do well in risky situations, and get people to work together (Dirani et al. 2020). This study looks at survey data to find out how workers at different companies feel about adaptive leadership and crisis management. The study looks into how well employees understand the principles of adaptive leadership, how often organizational crises happen, how important adaptive leadership is to crisis management, and how well employees' current businesses handle crises. In this paper, poll results are used to learn more about how common adaptive leadership styles are, how ready businesses are to handle crises, and how crisis management methods could be made better. By hearing what employees have to say, companies can find ways to make things better, target their efforts, and help workers become more resilient so they can deal with problems and come out stronger after a crisis.

Aim and Objectives of the study

The study aims to discover how well Japanese multinational companies (MNCs) that do business in India can handle organizational crises by having a flexible leadership style.

The study aims to do the following:

- To look at the organizational crises that Japanese multinational corporations (MNCs) face in India and give a general picture of what they are, what causes them, and what effects they have.
- To look at the pros and cons of crisis management while looking at how Japanese global companies in India use adaptive leadership.
- To see how well each style of leadership works in dealing with crises by comparing adaptive leadership to other leadership ideas used in Japanese business culture.
- To come up with ideas for how Japanese multinational corporations (MNCs) in India can use adaptive leadership, taking into account organizational dynamics and cultural quirks to make the companies more resilient in times of disaster.

Literature review

In the last few years, the world of foreign business has changed a lot. There have been sudden shifts, disasters, and

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things that no one saw coming. Japanese multinational companies (MNCs) that do business in India are no different; they have to deal with a variety of organizational problems that can only be solved by strong leadership (Hong et al. 2022). The literature review looks at the idea of adaptive leadership and how it could be used to help Japanese multinational companies that do business in India deal with disasters. Combining previous study and theoretical frameworks, this paper tries to explain the role of adaptive leadership style in handling organizational crises and make suggestions for how it could be used in Japanese MNCs.

Organizational crises and what they look like: An organizational crisis is a complicated event that puts an organization's survival, stability, and image in great danger (Salunkhe et al. 2023). They can be caused by many things, such as unstable governments, nature disasters, changes in technology, and economic downturns (Kanike 2023). Japanese global companies that do business in India may have more problems because of differences in culture, legal issues, and the way the Indian market works. To make good crisis management plans, you need to know what kinds of problems there are and how they happen.

Crisis Management: It takes skilled leadership to get through tough situations, boost morale, and get people to work together to move quickly and correctly. Traditional leadership styles, which stress stability, predictability, and control through hierarchies, might not be the best way to deal with uncertain and unclear situations. Ronald Heifetz and his colleagues' idea of "adaptive leadership," which stresses being flexible, creative, and learning as situations change, is a good alternative. Adaptive leaders help their teams be strong and quick to respond to problems by showing them how to do the same (Schulze and Pinkow 2020).

Adaptive leadership, ideas and plans: The idea of flexible leadership is big, and it includes a lot of important things to think about and do. These include figuring out the adaptive challenge, keeping your stress in check, paying close attention, and making a safe place for peaceful conflict resolution (Gilbert 2021). Leaders who are adaptive are able to get everyone on board, challenge long-held beliefs, and try out new ways of solving difficult problems. Adaptable leadership models use ideas from management theory, psychology, and sociology to help you deal with tough situations and make your business more flexible (Salicru 2020).

Cross-Cultural Adaptive Leadership: When using adaptive leadership in cross-cultural settings, like when Japanese global companies do business in India, it's important to take

into account different cultural norms, communication styles, and values. Masuda et al. (2020) stated that Japan is known for its long-term thinking, collectivist business culture, and focus on getting deals done. These traits might affect how well and how often adaptive leadership methods are used. Culture flexibility means knowing what makes each place unique, being open to different points of view, and having the guts to break cultural rules when necessary. Cross-cultural leadership works best when there is a balance between following the general rules of fluid leadership and meeting the needs and wants of many people in different situations (Tsai et al. 2019).

Modest management in Japanese multinational corporations operating in India: Possibilities and problems of modest management in Japanese global companies that do business in India Japanese multinational companies find it hard to use flexible leadership, even though it could help them with business problems (Kodama 2019). Some of these are organisational structures, a fear of taking risks, cultural stuckness, and refusal to change. To solve these problems, we need proactive programmes for leadership growth, ways for organisations to learn, and supportive institutional structures. Hong and Minbaeva (2022) stated that agile leadership can help Japanese multinational corporations (MNCs) change, come up with new ideas, and compete in the Indian market. Creating a culture of empowerment and adaptability within Japanese multinational companies could help them use crises as chances for growth and change.

Methodology of the study

Using a survey-based method (Snyder 2019), this study looks at how a flexible leadership style might help Japanese multinational companies (MNCs) doing business in the Indian market solve organizational problems. The survey method allows for a planned and organized study of a group of people that is representative of the whole population. This allows us to use numbers to look at important factors and connections.

Methods: This study used a cross-sectional method to get a big picture of how Japanese multinational corporations (MNCs) in India now think about crisis management and flexible leadership (Mukherjee 2019). The views, behaviors, and problems that are most common in a business at a certain point in time can be found in cross-sectional polls.

Method of Sampling: The sample frame is made up of Japanese global companies that work in a number of Indian market areas. A stratified random selection method will be used to make sure that the people who take part are representative of many different businesses, such as

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industrial, electronics, automobiles, and medicines. Statistical factors will be used to figure out the sample number that will give the study enough power and accuracy (Al-Ababneh 2020).

Survey Instrument: Questionnaires that are organized into a survey instrument are used to find out what people think about important ideas related to organizational crises, adaptive leadership, and crisis management methods (Cepeda-Carrion et al. 2019). The scores used in the questionnaire were changed to meet the needs of Japanese companies with operations in India. The survey tool will be put through a pilot test to make sure it works well and is valid before it is used on a big scale.

Getting Data: To get data, senior leaders, managers, and employees of Japanese multinational companies that do business in India will be given online questionnaires to fill out (Ruggiano and Perry 2019). Email, business intranets, or internet survey platforms will be used to send out the poll in a way that protects privacy. There will be clear instructions and reminders to get more people to respond and get better results.

Data Analyzing: As we look at the data, we will use both descriptive and inferential statistics methods on the poll's numerical data (Glass et al. 2021). To sum up the poll results and group as a whole, descriptive statistics like means, rates, and standard deviations will be used. Inferential methods, like regression analysis, correlation analysis, and analysis of variance (ANOVA), will be used to find the connections between factors and test ideas about how crisis management and flexible leadership work.

Thoughts on Ethics: We will follow the ethical rules for research behavior to the letter during the whole project. Some of these rules are about privacy, involvement that is optional, and giving educated permission. The subjects will be given a full explanation of the study's goals, their rights, and how their comments will be kept private (Raghuram 2021). All possible biases and conflicts of interest must be dealt with and made public.
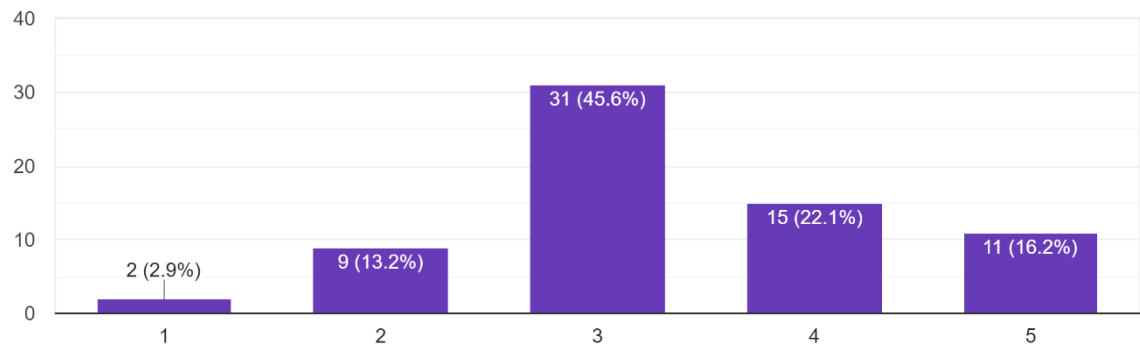
Data Analysis and findings

On a scale of 1 to 5, how familiar are you with the concept of adaptive leadership?
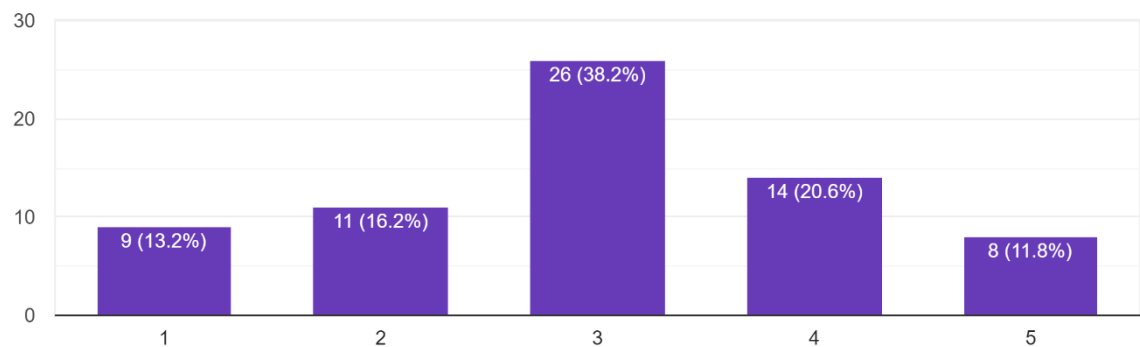68 responses
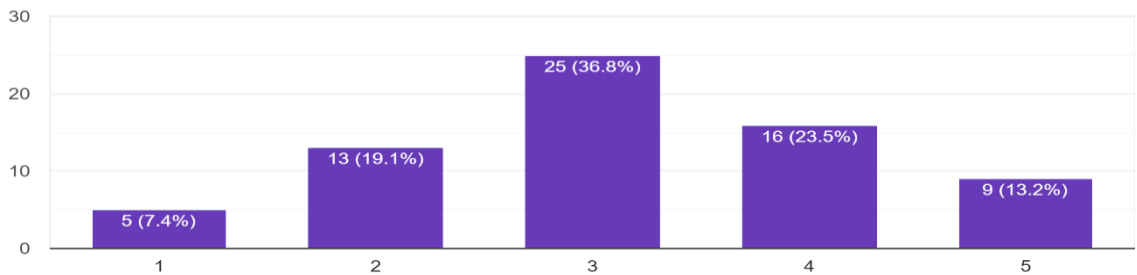
How frequently do you encounter organizational crises in your role within the company?
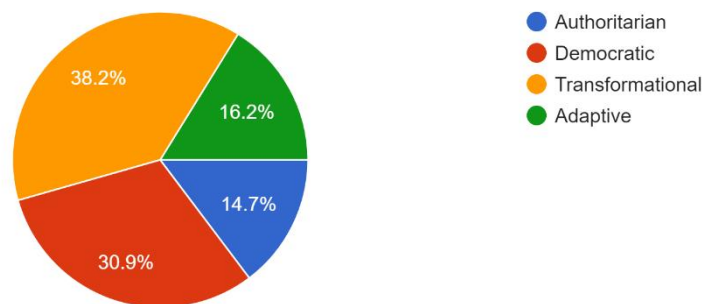68 responses

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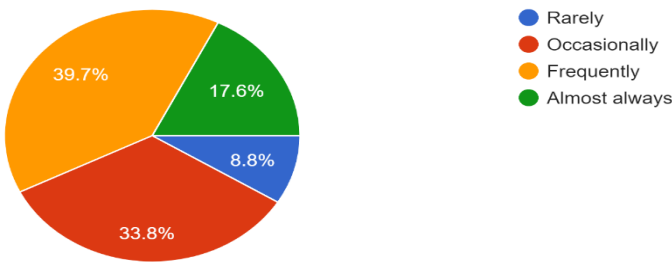
To what extent do you believe adaptive leadership is essential for effectively managing crises?
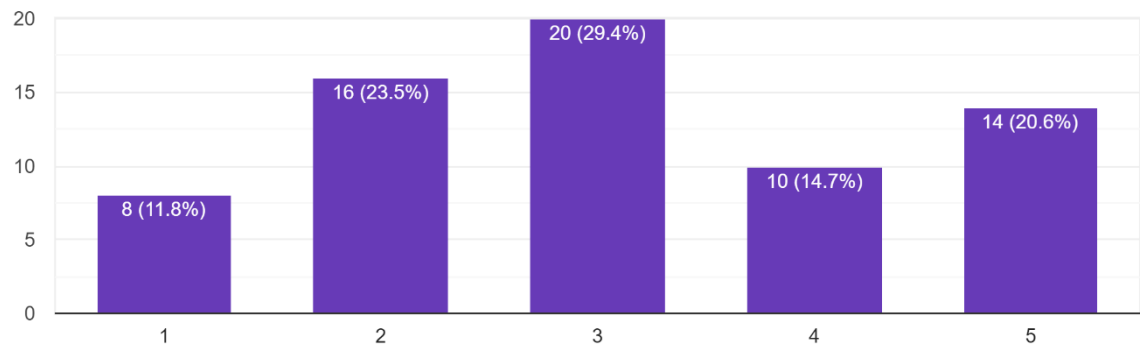68 responses

How would you rate your organization's current level of preparedness in handling crises?
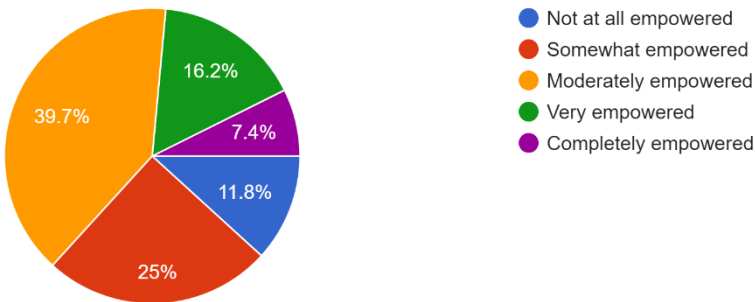68 responses

Which leadership style do you believe is most effective in managing crises within your organization?
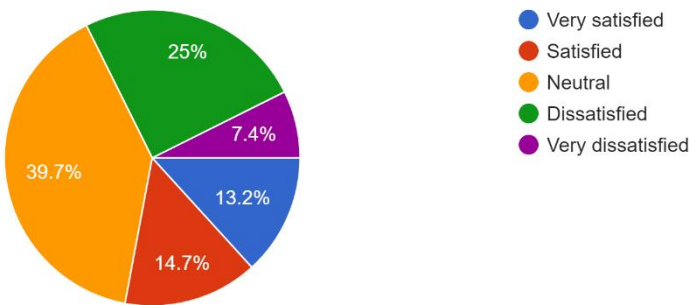68 responses

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How often do leaders in your organization solicit input from employees when addressing crises?
68 responses

To what extent do you feel empowered to make decisions during crisis situations in your organization?
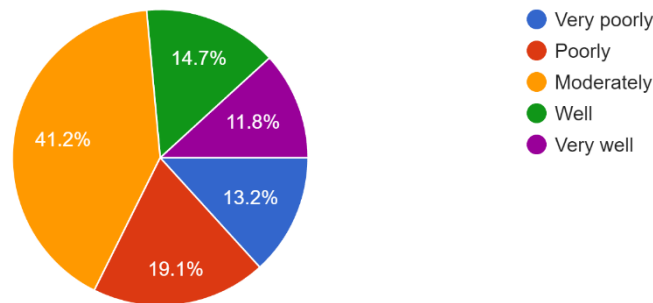68 responses

How satisfied are you with the communication channels used by your organization during crises?
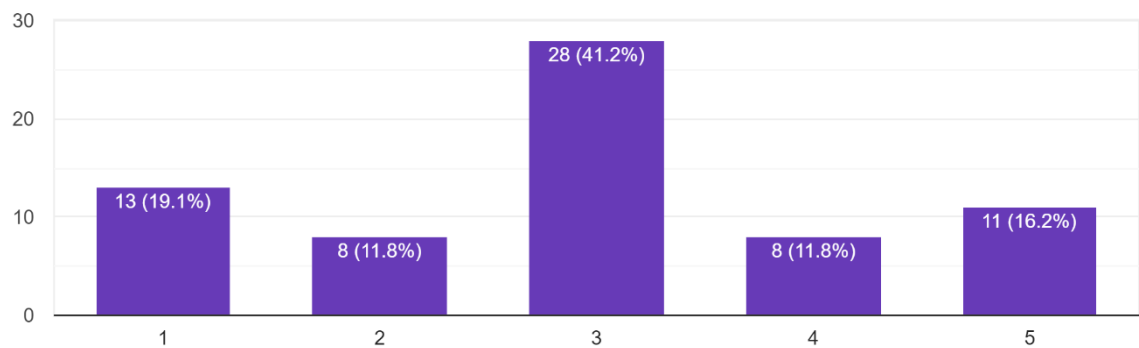68 responses

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How well do you think your organization learns from past crises to improve future crisis management strategies?
68 responses

- Very poorly
- Poorly
- Moderately
- Well
- Very well

Overall, how effective do you believe your organization's crisis management practices are?
68 responses

Analysis of Survey Data on Adaptive Leadership and Crisis Management

Crisis management is important for any company that wants to stay in business and grow in today's fast-paced and risky business world. To handle disasters well, leaders must be able to shift to new situations and deal with uncertainty (Crowseller and Tschakert 2020). The results of the poll tell us a lot about how workers feel about flexible leadership, how often and well crises are handled in the workplace, and how prepared and skilled people are at handling crises.

How well people understand flexible leadership: The study found that most people understood what open leadership meant at a level of 3, with a range of 1 to 5. Some workers may need more help or training in this area, while others may really know what it means to be a flexible leader (McCormick et al. 2019). For businesses to handle disasters well, they need

to spend money to make sure that everyone knows how to be an adaptive leader.

Corporate Crisis Frequency: Respondents say that they have been through corporate crises anywhere from not very often to almost always. The overwhelming majority of people say they have crises either rarely or often, which shows how often problems and issues happen in their businesses. In order to handle these problems quickly and effectively, it is very important to have strong crisis management plans in place (Bhaduri 2019).

Relevance of Adaptable Leadership in Crisis Management: The poll results show that people strongly think that crisis management requires leaders who can change with the times. About 4 out of 5 people who answered gave adaptable leadership for crisis management a good grade. This shows that companies need leaders who can build trust,

adapt to new situations, and guide them through tough times. Adaptive leaders can be very helpful in times of trouble because they know how to deal with new problems quickly, spark creativity, and get people to work together (Schulze and Pinkow 2020).

Organizational Readiness for Handling Crises: The people who answered gave different scores, with an average of about a 3 out of 5, for how ready their company is right now for handling crises. Some of the people who answered think their organizations are ready, but others have questions about how well the preparations are working. This shows how important it is to keep looking at and improving the readiness and resilience of organizations through training programs, risk assessments, and scenario planning (Shaya et al. 2023). In order to predict, avoid, and lessen the effects of possible crises, businesses must strategically spend money on improving their employees' skills.

Preferred Leadership Style for Crisis Management: Respondents don't agree on what the best way is for leaders to handle business problems. Respondents knew that democratic, transformational, authoritarian, and adaptive leadership styles were common in their jobs. Transformational leadership is the style that comes up most often, though. Authoritarian and democratic leadership are next. In other words, different types of leadership can be used (Jony et al. 2019). But transformational leadership, which is based on giving people power, inspiration, and a purpose, is thought to be the best way to help businesses get through tough times.

How Employees Make Decisions in Times of Crisis: The study shows that employees' involvement in making decisions during crises varies, with answers ranging from "not at all" to "considerably." During times of disaster, some companies actively ask their employees what they think, while others might make decisions more centrally (Fox et al. 2020). But in order to make good crisis reaction plans, it's important to know how important it is to use different knowledge and perspectives within the company.

Empowerment of Workers in Crisis: Respondents say they feel different levels of empowered to make decisions during crises. Some say they feel fully empowered, while others say they only feel slightly or fairly powerful. Giving staff members the freedom to lead crisis management efforts can make the company more flexible, creative, and strong (Bhaduri 2019). To give their employees the tools they need to act quickly and together in an emergency, companies must create an atmosphere of trust, responsibility, and empowerment.

Satisfaction with Communication Channels During emergencies: The poll shows that people's levels of satisfaction with the channels that businesses use to talk to people during emergencies aren't always the same. Some people who answered are happy with how well the channels of contact work, while others are not so happy (Crami 2019). Communication that is open, on time, and clear is very important for managing the demands of stakeholders, sharing important information, and keeping trust during crises. For businesses to make sure that information is easy for everyone to find and understand, they should use a variety of communication channels, such as emails, intranets, meetings, and social media.

Organizational Learning from Past Crises: People were asked if they thought their company could improve its crisis management plans by using what it had learned from past crises. The answers were mixed. In some groups, people think that they learn from the past well, while in others, they worry that the ways they learn are not good enough. Organized gathering, analysis, and sharing of lessons from past crises are important parts of successful organizational learning because they help people be more ready, react, and recover (Lee et al. 2020). To use what they've learned from the past, businesses need to encourage a mindset of new ideas and constant improvement.

Overall Effectiveness of Crisis Management Practices:

Most responders gave their organization's crisis management plans about a 3 out of 5 rating for how well they work. Some people think their businesses handle emergencies pretty well, but others aren't sure how well the standard processes work. To be great at crisis management, you need a full, unified plan that includes leadership, readiness, communication, teamwork, and ongoing learning. In order for businesses to deal with new threats and problems successfully, they need to keep looking at and improving their crisis management processes (Pearson and Mitroff 2019). So, the poll results tell us a lot about how employees feel about how their companies handle crises and how they lead in new ways. There are some good things, like the fact that transformational leadership styles are common and the value of adaptive leadership is understood. But there are also some things that could be better, especially when it comes to making organizations more ready, giving employees more power, communicating better, and learning from past crises (Heide and Simonsson 2021). Focusing on these areas will help organizations handle crises better and be more resilient, which will protect their long-term success and ability to stay in business.

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Conclusion and recommendations

The poll results show how important it is for leaders to be able to change in order to handle crises in the workplace well. Different respondents have different levels of experience with adaptive leadership, but all of them think that it's important for getting through uncertain times and leading businesses through tough times. Transformational leadership is the style of leadership that is most often used for crisis management. This shows how important it is to have leaders who can inspire and help others achieve in tough situations. Different organizations go through problems at different rates, which shows how important it is to have good plans for handling them. Some companies have good plans for how to handle a crisis, but others could use some help making their plans more ready and resilient. During times of disaster, empowering and involving employees is important for getting different points of view and knowledge, encouraging flexibility, and making sure that decisions are made quickly and correctly. It's impossible to overstate how important communication routes are in crisis management, as shown by the wide range of responses about how satisfied people are with the current communication methods. Facilitating coordinated response efforts and keeping stakeholder trust rely on quick, open, and understandable communication. Also, for a business to improve its crisis management in the future, it needs to learn from its past mistakes. Different businesses have different ways of collecting, analyzing, and sharing ideas. Some may need to work on how they do these things better in order to continue growing.

Recommendations:

The poll results give businesses a lot of important ideas for how to improve their crisis management and adaptable leadership. Investments in leadership development must be made right away. This can be done by providing thorough training programs that help leaders at all levels become more flexible. This means that it's important to build resiliency, get better at making decisions when things aren't clear, and promote creativity and teamwork. For the second part, businesses should be better prepared by doing regular exercises, role plays, and risk evaluations. This will help them figure out where the risks and weak spots are. Each day, you should make and go over your crisis management plans to make sure they are always ready for use. Third, it's very important to let workers make choices and give them the power to lead response efforts. Setting up a culture that values openness, responsibility, and trust gives employees the power to make big contributions to disaster management. It is also suggested that channels of communication be made better by reviewing and streamlining processes so that they are clear,

easy to use, and effective in emergencies. To keep stakeholders interested and informed, it's important to provide clear information, regular updates, and two-way contact channels. Last but not least, to help organizations learn, methods should be set up to record, evaluate, and share the lessons learned from past crises. A group is more flexible and lasts longer if it encourages people to think about themselves, keep improving, and share information. By following these ideas, organizations can improve how they handle crises and how well they can adapt to new situations as leaders. This will help them get past problems, make things run more smoothly, and get better after a crisis.

Limitations and future scope

Limitations

Even though the poll data has given us useful information, it is important to be aware of the research's limitations. To begin, since people may have chosen to fill out the survey, there is a chance that the sample does not truly represent the whole company. This makes it harder to use the data in other situations and raises the risk of bias. Second, the survey answers are based on self-reporting and subjective views, which could be affected by personal biases and interpretations. It's interesting that the poll didn't include any objective measures of good crisis management or flexible leadership. Third, the survey results give a quick look at what the employees think, but they might not show how complicated processes like adaptive leadership and crisis management work in the business. Adding more case studies or qualitative research to the poll could help people understand these complicated processes better. Lastly, the study only takes data from one source: the workers. This time, leaders, clients, or outside partners did not offer any more shareholder insights. The company could get a better understanding of adaptive leadership and crisis management by taking a more thorough method that includes different points of view.

Future Scope:

To get around the problems that have been found and help us learn more about crisis management and adaptive leadership, more research could be done in the future on different methods. For starters, it would be helpful to do longitudinal studies to see how skills for flexible leadership and crisis management change over time. This method can tell you how well programs and treatments that are meant to make organizations more resilient work in the long run.

Second, a mixed-methods research approach that combines qualitative interviews or focus groups with quantitative

survey data would give us a better understanding of the basic factors that affect how businesses handle crises and how they change their leadership. This could help you remember small details and background information that a study that only looks at numbers might miss.

Third, a comparison study that includes different industries, organizational sizes, and cultural settings could be done to find the best ways to use adaptive leadership and crisis management methods and the factors that affect their effectiveness. This way of comparing can show different approaches that could be changed to fit different work environments.

Finally, experiments could be used to see how different crisis management methods or leadership development programs affect things like employee engagement, resilience, and overall performance within a company. This method of experimentation lets scientists study cause-and-effect links in a controlled way. To get a fuller and more nuanced picture of adaptive leadership skills and crisis management methods, organizations may want to address these research gaps and look into these possible study directions. After that, they will be better able to deal with uncertainty and problems in the future.

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