

Transformational Leadership and Structural Organizational Ambidexterity - The Mediating and Moderating Role of Social Astuteness and Status Incongruence

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Abstract : Structural, organizational ambidexterity influences along with transformational leadership (TL) in the firms to endure viability in conditions of environmental volatility, high level of uncertainty, and possible turbulence. Combining shreds of evidence from the study of N=693 employees of a large private multi-conglomerate organization in the Middle East, we tested whether social astuteness interceded the effects of (TL) on structural, organizational ambidexterity (SOA). Other tested areas were whether status incongruence moderated transformational leadership and structural, organizational ambidexterity relationships. After analyzing through Hierarchically Linear Modelling, we found that social astuteness interceded the effects of TL on SOA, and similarly, status incongruence moderated relationships between TL and SOA. The association between TL and SOA was found to be less encouraging with a high level of status incongruence, and their relationship was strengthened by a lower level of status incongruence. We tested the hypothesized theoretical framework that articulates the conditions under which the social astuteness ideology infused in transformational leadership for achieving higher structural and organizational ambidexterity will likely occur. Findings, suggestions, and future directions for research have been deliberated in detail.

Keywords : transformational leadership, social astuteness, status incongruence, relationship, structural organizational ambidexterity.

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