



IMPLEMENTING INNOVATIVE HR MANAGEMENT PARADIGM THROUGH LEADERSHIP IN TELECOM SECTOR WITH REFERENCE TO KSA (JAZAN CITY)

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Abstract

When competition is getting more and more global every day, the question of what now/new? Is getting crucial for any company and economy in the whole world. The purpose of writing this paper is to establish the importance of changing Paradigm from traditional to innovative management. In the present / future era. With reference to telecom sector in kingdom of Saudi Arabia city Jazan. The rise of Artificial Intelligence and technologies will fundamentally reform the work tasks and DNA of many organizations. In this new era the success is more and more dependent on People and their inspiration and creativity. Players in telecom sector here in KSA are STC, MOBILY, ZAIN, ETIHAD etc need to start reinventing their management model and organizational paradigm very fast for enabling People to live up to their capacity and thereby being relevant as a company. The paper has suggested a fine innovative theory which explains how important now transformation of manager into a leader is. Characteristics which are very important to change a manger to leader are perfect vision towards organization, able to deliver his statement to his subordinates, tactical thinking, etc The classical way of leadership has been rejected in today's era organization as they are very comfortable with innovative, techniques of leadership because of the lot of flexibility and enthusiasm in their work environment. Mostly the innovative and creative organizations have changed their management paradigm to

leadership at all levels. Which are the three most important levels of organization firstly policy making level i.e. the higher level of the organization, secondly the middle level management and lastly but not least execution level management.

Keywords: Paradigm change, innovation, manager to leader, characteristics, shared leadership.

1. Introduction

Literature has termed a manager just a maintainer performing a routine job but a leader is a charismatic person who has the solution of each of the organizational issue. Every manager now has to learn some requisite competencies to transform him to a leader. Leaders need to adopt skills and behaviors how to build environments where psychological safety is nurtured, where strategy is built not for the organization but by the organization, and customers are served by passionate, bold and curious people. Now managers have to prove as leaders with the willingness to lead by personal example and dynamic interaction of minute by minute basis. In this paper it has strongly recommended to adopt this Paradigm change of 'management towards leadership' in order to travel with the time. The topic of leadership and management always receives a lot of attention in the literature and a lot of previous studies were dedicated to distinguishing these two notions. It is not a new hypothesis, but the strongest and most obvious difference between leader and manager is the nature of this quality. Manager is the capability that can be developed through personal experience and theoretical education, while leadership is a talent that is either given to a particular individual or not. Leadership cannot be taught, as any other talent that we get from the beginning of our life. Still, leadership could be further developed and transformed into something more controllable and consistent. We strongly believe that to become a successful leader it is important to understand your advantages and disadvantages and use this knowledge to motivate and lead people. One of the most complicated tasks of the leader is to obtain management skills that would potentially add discipline and structure in the leading process and communication between the leader and his followers. Based on my personal observation successful leader, apart from direct leading skills, has to have several major characteristics, such as flexibility, ability to listen, and ability to receive and provide proper feedback. Traditional management theory is based on the belief that workers only have physical and economic needs. It does not take into account social needs or job satisfaction, but instead advocates a specialization of labor, centralized leadership and decision-making, and profit maximization. Designed solely to streamline operations, increase productivity and enhance the bottom line, this idea arose in the late 19th century and gained prominence through the first half of the 20th century. While not widely subscribed to in modern times, this theory offers some principles that remain valid, to an extent, in small business settings in regards to manufacturing industries. The aim of this paper is to compare traditional and modern management theory and suggesting the importance of innovative management theory through leadership. The theory innovated here is leadership at all 3 levels of the organization policymaking level, middle management level, and execution level managers. And some essential leadership qualities are suggested for manager to transform themselves to leader.

2. Objectives

- 1) To analyze between traditional management theory and modern management theory among organizations.
- 2) To study the importance of implementing innovative management paradigm in this new era.

3. Literature review

- 1) Peter Drucker stated in the 1980s that “Innovation is a systematic practice” (Drucker, 1985), with more recent theories supporting the paradigm that innovation is a system (Xu et al., 2007).
- 2) The Boston Consulting Group (BCG) in article supported “the theory of innovation as a system as a required success factor for leading innovative corporations”
- 3) (Taylor and Wagner, 2014). Stated that “a system is a virtual construct, an organized unit of individual capabilities that interacts constantly with each other to produce a core competency that results in a competitive advantage not obtainable by any single capability alone”.

Stating above all the literatures it's confirmed that the innovative organization is not only one handled but it's a creation of all the team members. The leader when counter the other employees and let them speak what their perceptions are, and then the idea come out of the team is more effective and efficient than one man.

This states that changing paradigm means the change in way of managing the employees at all levels. Especially the executive level and middle level management where the creative ideas come out of lot of discussions and different perceptions of beings.

For a manager it is important to behave like a leader and live with multi capabilities to conquer over crisis and new challenges coming day by day. Innovative leaders like Steve Jobs (CEO of Apple) and Thomas Alva Edison (who discovered electric lighting) are never forgettable innovative leaders. Leader/manger with vision and able to communicate with team members and make them motivate to fulfill the objectives of the organization is more important to built innovative environment.

- 4) Jeffrey Baumgartner the author of the book, “The Way of the Innovation Master”; the author/editor of Report 103, a popular newsletter on creativity and innovation in business. He runs workshops around the world on Anti conventional Thinking, it's a new approach to achieving goals through creativity.

Achieving objectives and vision of the organization is possible when leader /manager of the company are enough capable of listening and make their subordinates/team members speak out their perceptions.

4. Traditional management theory

Traditional management is designed into departments based on expertise of the employees, it is a hierarchy structure based on employees qualification, capability, rank and authority, Here the managers are leaders and their subordinates are their workers.

This way of management style didn't worked much in many organizations because of the autocratic behavior of the leader/manager towards the subordinates as this leadership doesn't take care about the human relations .it cares more about productivity more than human relations in company. Today's workplace doesn't tune with this way of style.

4.1 Modern management theory

Modern theory states quite opposite from the traditional/classical theory because this style motto is “high human relation develops productivity in organization” it is fewer boundaries corporate. its important objective is diversifying the activities which make them ready to accept new challenges and set their short term visions as per their change in paradigm.

The manager/leader here tries to make strong relationship with co-workers and understand their priorities toward work and family. employer and employee relationship is friendly relationship which directly grows productivity and employee turnover in the organization.

4.2 Innovative model of management through leadership

This is the new innovative management theory in this new era, which is combo of crisis management, strategic management, and change management. It's a long going process which resembles a cycle.

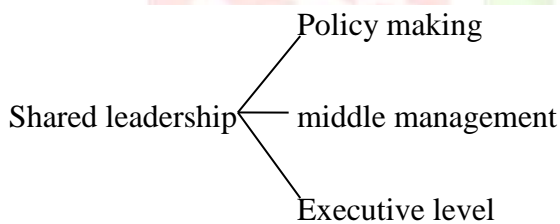
The rapid or sudden change in the environment of corporate or customer preferences the organization need to plan different strategies to come over from the crisis and to implement on the working force they have to deal with change management.

It makes direct impact on working culture, the business process, different strategies in marketing as well as innovation. Innovation here means tremendous changing paradigm in management, dynamics and organizations' future aspects. Change in customer preferences, services, management style, and leadership style in organizations. The change in internal or external environment of the organization is implemented here; it takes all employees from all levels in giving out their creative ideas.

Techniques like brainstorming, strategies for better implementation of services to customers, best product in acceptable price, in good quality, good workplace, shared leadership at all levels, best communication level between employer and employee etc. are some implementing tools which change the style of management and rejuvenates the working conditions in organization.

4.3 Shared Leadership at all levels

Leadership at all levels means manager transforming in to leader develop their skills in creativity and can be make more effective in decision making and can facilitate very high impact volunteer within company and team members. the below is the diagram of all levels in organization.



The team members from all levels showed above make contribution as per their creative thinking to the project. One idea suggested from the higher authority, generate more ideas by discussion, brain storming between employees and leaders. Not only is the foundation of the main idea but more ideas are generated for the implementation and to be ready for any critical situation when in process the innovative idea. Here the concept of implementing changing the paradigm is likely to be developed or changed as per the management views and suggestions. Shared leadership at all level makes a high innovative change in leadership format. The traditional theory hierarchy is developed changed towards to the modern way which is holacracy which is increasing enthusiasm and excitement in workplace and the employees work interests which developing job satisfaction and employee turnover as well.

5. Conclusion and suggestions

The classical way of leadership is rejected in organization of this generation. People (employees) want relaxation and quality if work at the same time. They are very creative and innovative in nature and so the change in landscape is very important and very crucial matter in management point of view. As they are very comfortable with innovative, techniques of leadership because of the lot of flexibility and enthusiasm in their work environment. Organizations in today's era have changed their management paradigm to leadership at all levels. Policy making level, middle level management and lastly execution level management are the three levels which are blood flow of any organization. And In this paper it is strongly recommended the organization should possess the characteristic of innovation. If not then the employees out of boredom and very low job satisfaction may leave the organization soon. Making employees comfort at their working place is very important.

Leader should come out of comfort zone make comfort to all the employees by discussing face to face and make employees allow in discussion, making strategic planning ,broad thinking in vision making, objective making etc etc. this will enhance in innovative work environment with high job satisfaction in employees at all levels.

6. References

- 1) Peter Drucker , (Drucker, 1985)management theories.
- 2) Supporting the paradigm that innovation is a system (Xu et al., 2007).
- 3) Boston Consulting Group (BCG) the theory of innovation as a system leading innovative corporations (Taylor and Wagner, 2014).
- 4) Classic examples of innovative leaders include people like Steve Jobs (CEO of Apple) and Thomas Alva Edison.
- 5) Jeffrey Baumgartner book, "The Way of the Innovation Master" Report 103.
- 6) Management theories 2012 Google scholar.