

Importance Of Adaptive Leadership Style And Inter-Organizational Creativity For Japanese MNC To Combat With Critical Business Environment In India

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Abstract

This research looks at how Japanese multinational businesses (MNCs) need to work together across departments and use flexible leadership styles to handle India's changing economy. To look at creative culture, market competitiveness, leadership flexibility, and how often people work together, surveys were used. There are different opinions on how adaptable leaders should be, but everyone says that they need to be in order to succeed in the Indian market. Collaboration was hard because of lack of trust and language barriers, which made the need for focused treatments even more clear. Some suggestions are cross-cultural training, new ideas, and help for leaders. To make Japanese global companies more competitive in India, the study stresses the need to get past local problems and take advantage of chances to work together.

Keywords: *The Indian market, Japanese multinational companies, working together across organizations, a spirit of innovation, and flexible leadership.*

Introduction

Japanese multinational corporations (MNCs) find it hard to do business in countries like India that are growing quickly because the business environment is so difficult and always changing. Laws, cultures, and economies in different markets make it so that standard leading methods don't always meet the needs of those markets (Iwashita 2023). Because of this, more and more people are realizing that for Japanese global companies to do well in India's tough economic environment, they need interorganizational innovation and flexible leadership styles. Adaptive leadership, or the ability to change, be strong, and deal with uncertainty, is very important for Japanese multinational corporations (MNCs) that do business in India (Zhou 2021). Adaptive leadership, on the other hand, pushes companies to be flexible, come up with new ideas, and deal with problems that didn't come up in advance. Japanese multinational corporations (MNCs) can handle tough situations, seize chances, and handle risks well in the Indian market, where things change quickly and are hard to predict. For Japanese global companies to keep growing and being competitive in India, it is also important for them to encourage new ideas within their companies. Since the Indian business world is so big and changing all the time, people need to work together and come up with new ideas outside of their own companies (Zhang 2021). Japanese multinational corporations (MNCs) can benefit from different points of view, pool their resources, and work together to come up with new solutions that meet the needs and wants of the Indian market by encouraging innovation and teamwork between their internal teams and their partners in India.

Problem Statement

In India, which is volatile, unpredictable, complex, and unclear (VUCA), multinational companies (MNCs) with headquarters in Tokyo conduct business. This means that things are always changing. There are a lot of complicated problems in the Indian market that can't always be solved with traditional leading methods. Japanese multinational companies (MNCs) have done well in other countries, but they need to change how they do business in India because of its unique social, cultural, legal, and economic factors (Ashta 2021). Finding it hard to understand how open leadership styles could help Japanese multinational corporations (MNCs) encourage creativity and innovation within their companies and stay competitive in India's tough economic environment (Rantala 2020). Formal leadership models, which are often used by Japanese global companies, don't work well in the Indian market because it is so changing, fast-paced, and unpredictable (Nishiyama et al. 2022). This is a really important problem. Most models of leadership are structured and make decisions from the top down. (Larrison et al. 2023) This makes it hard for organizations to change quickly in reaction to problems and new opportunities. Japanese global companies also find it hard to encourage innovation within their own companies when they do business in India. It's hard for internal teams and outside partners to work together and share information in many Japanese companies because the workplace culture is hierarchical and divided. When this happens, it's harder to look into new ideas that could please the wide range of Indian market customers. If Japanese multinational corporations (MNCs) want to do well in India's tough economic environment, they need to come up with strategies and plans that encourage creativity within their companies and make it easier for people with different leadership styles to work together (Akanji et al. 2020). Japanese businesses will need to deal with this problem if they want to keep growing at the same rate, become more competitive, and take advantage of the huge opportunities the Indian market offers.

Aim and Objectives of the study

Aim: Japanese multinational corporations (MNCs) have done well in India's tough economic climate by using open styles of leadership and coming up with new ways for people from different fields to work together.

Objectives:

The main aims of this research project are to fully comprehend the issues that Japanese multinational companies (MNCs) face when doing business in India and to discover methods to resolve those issues. The main point is to search for present issues. To do this, it will look closely at the economic, legal, cultural, and social factors of Indian business that make it hard. It will be mostly about how these things affect Japanese companies that do business around the world. The second goal is to find out if ideas of fluid leadership can be used and are helpful in India. To do this, we need to look at how the leaders of Japanese multinational companies might use flexible leadership traits like speed, flexibility, and persistence to better meet the needs of the Indian market as they change. The third goal is to look into how interorganizational creativity helps with creation and competition. At this point in the study, we want to find out how imagination and working together across organizational lines can help come up with new solutions that fit the needs and preferences of the Indian market. The fourth and final goal is to give Japanese international companies strategic advice based on what we've learned from the first three goals. This means coming up with workable ideas to improve leadership styles and encourage a culture of collaboration and new ideas. This will help Japanese global companies do well in India's tough business environment.

Literature review

Even though the global economy is changing quickly, Japan's multinational corporations (MNCs) are slowly growing in countries like India that are on the rise. Even so, the Indian market has its own problems, such as VUCA (volatility, uncertainty, complexity, and ambiguity). The goal of this literature review is to find out how Japanese multinational corporations (MNCs) could deal with India's tough business environment by using interorganizational innovation and flexible leadership styles.

Types of Adaptive Leadership: The concept of "adaptive leadership," which emphasizes how adept leaders are at handling uncertainty and change, is discussed by some in this discipline. Japanese multinational corporations (MNCs) operating in India may face challenges due to their organizations' rigid operational procedures (Webster 2020). Prior research has indicated that an organization with conventionally constituted leadership may encounter challenges in promptly adapting to market fluctuations. As a result, more and more people are understanding that flexible methods are needed for good leadership in VUCA (volatile, unsure, complex, and unclear) settings. Some basic ideas that make adaptive leadership possible are power, flexibility, and using an organization's strengths to deal with new problems (Bhattacheryay 2023). Scholars stress how important open leadership is for encouraging new ideas and advances within businesses. Some people say that CEOs who are more flexible are better at dealing with difficulty and making their companies more productive. Researchers say that heads of Japanese global companies that do business in India should adopt a more flexible and friendly way of leading in order to encourage new ideas and competition (Hans 2020). Businesses that practice adaptive leadership may also benefit from learning and information sharing, two things that are critical for success in India's dynamic and fast-paced market.

Creativity Across Disciplines: When people from different fields work together to come up with new ideas and answers, this is called cross-disciplinary creativity. To stay competitive in the Indian market, Japanese multinational corporations (MNCs) need to encourage creativity in their fields (Ike et al. 2022). This is because India has complex market trends and a wide range of cultures. New studies show that countries that value working together and hearing different points of view are the ones that come up with new ideas. People from all walks of life are being pushed to be more creative by networks for cooperative innovation, or COINs (Zahoor and Tabba 2020). COINs make it easier for people from different fields to work together on artistic projects (Joshi 2023). Setting up joint innovation networks (COINs) with local partners and stakeholders could make it easier for Japanese companies that do business in India to work together to create solutions that are specifically made for the Indian market. More research says that building relationships at work needs trust and respect (Panda and Gupta 2022). Local partners must be trusted for business partnerships and new ideas to work. Many people in India put a lot of value on connections, so this is especially true there.

Integration of Adaptive Leadership and Inter-organizational Creativity: To do well in India's complicated and changing business environment, Japanese multinational corporations (MNCs) need to work together with inter-organizational creativity. Guo et al. (2020) mentioned that adaptable leaders are in charge of creating a workplace that values teamwork, flexibility, and new ideas. Smart bosses tell their workers to try out new ideas and look for problems that might happen. Because of this, they might have been more willing to change and take advantage of new opportunities. In addition to helping people come up with new ideas, the results show that open leadership is also needed to make teams feel safe (Li et al. 2020). Japanese companies that do business in India may find it hard to get their workers to work together and talk to each other because of differences in language and culture. Magnani and Gioia (2023) stated that making the workplace mentally nice is important for encouraging creativity between organisations. In India's very competitive business world, the literature review shows how important it is for Japanese multinational companies to have adaptable leadership styles and new ideas that come from working with other companies. By working together with Indian businesses and adopting open leadership

styles, Japanese multinational corporations (MNCs) may become more competitive and bring new ideas to the Indian market (Cupyers et al. 2020). However, more study is needed to find out exactly what steps and methods Japanese international companies could use to successfully combine flexible leadership with inter-organizational innovation.

Methodology of the study

Research Design:

Mixed-approach strategies, which use both qualitative and quantitative methods, are used in this study to fully answer the research question. In the qualitative part, older studies are looked at to see how they fit into the bigger picture and what proof there is from real life about creative thinking and flexible leadership styles in businesses. For the quantitative part, surveys and interviews with key players are used to get first-hand information about leadership styles, company culture, and the ways that new ideas are brought to life. Middle managers, senior executives, and workers of Japanese MNCs that do business in India are some of these stakeholders.

2. Sampling Strategy:

The sample method includes both planned and unplanned selection. Purposive sampling will be used to choose books, scholarly papers, and academic databases for qualitative literature review. The factors for inclusion will be creative collaboration between organizations, adaptable leadership styles, and studies on Japanese MNCs in India that have come out in the last ten years. People who will be surveyed and interviewed for the quantitative part will be chosen at random. Japanese MNCs in a number of Indian businesses would be the targets.

3. Data Collection Instruments:

The study methodology is made up of three parts. There will be a systematic literature study first, which will use Google Scholar, PubMed, and Scopus. "Adaptive leadership," "inter-organizational creativity," "Japanese MNCs," and "India" are some of the search terms that will be used to find applicable papers. The collected data will be used by researchers to build a mental framework and a theoretical base. A literature study was used to make a questionnaire that will be used in surveys and will be specific to Japanese multinational companies in India. Likert scales will be used to rate business culture, innovation, and leadership styles. There will be open-ended questions in the poll so that people can share their thoughts and experiences (Schrum 2020). To finish the process, semi-structured interviews will be done with middle managers, top executives, and employees of Japanese multinational companies in India. The interview guide will include questions about flexible leadership, partnerships in the area, and innovation between organizations (McNamara 2023). Audio recordings and transcripts of conversations will make it possible to look into things in more depth (Shardlow et al. 2020). This method has several parts that are meant to teach people how Japanese MNCs work in India's fast-paced business environment by using inter-organizational imagination and flexible leadership.

4. Data Analysis:

There are three steps to analyzing data in research. The literature review will be topic-analyzed to find important ideas, theoretical frameworks, and real-world proof about inter-organizational innovation and adaptive leadership styles (Quadir et al. 2022). Selecting and combining these topics with care will give you a complete study conceptual framework. Graphs and charts will be used to look over the survey's numeric data. Use means, rates, and standard deviations to summarize the answers given by the participants (Davis et al. 2022). Both regression and correlation analysis look at how variables are related to each other. Lastly, themes will be found in the data from the qualitative interviews. Putting

transcripts into groups will help you find trends and themes. Using survey and literature data along with qualitative insights will give the study results more depth and context, helping you get a full picture of the problem.

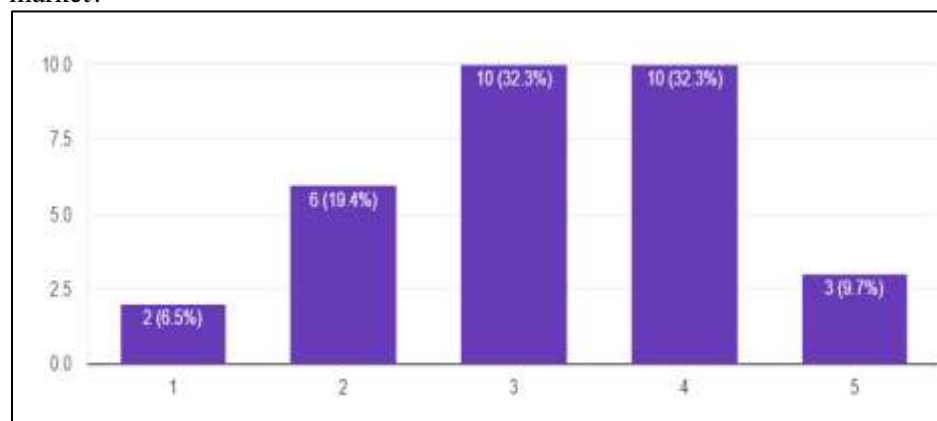
5. Ethical Considerations:

The ethical standards for this test will be set by the professional society and the institutional review board. Participants will be told about the study and given their permission. During the study, their privacy and name will be kept safe. Any conflicts of interest will be made public and dealt with properly.

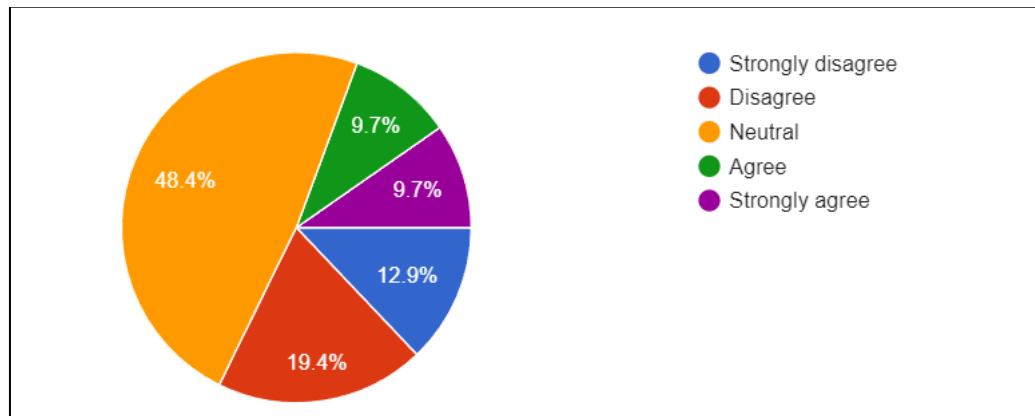
Data Analysis and findings

Quantitative Analysis

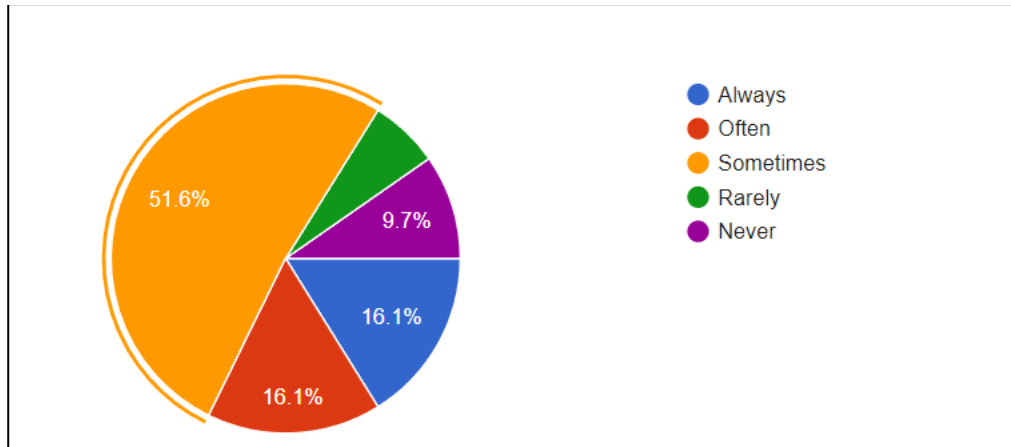
1. What number from 1 to 5 would you use to rate how adaptable and flexible the leaders of your company have been in meeting the changing needs of the Indian market?



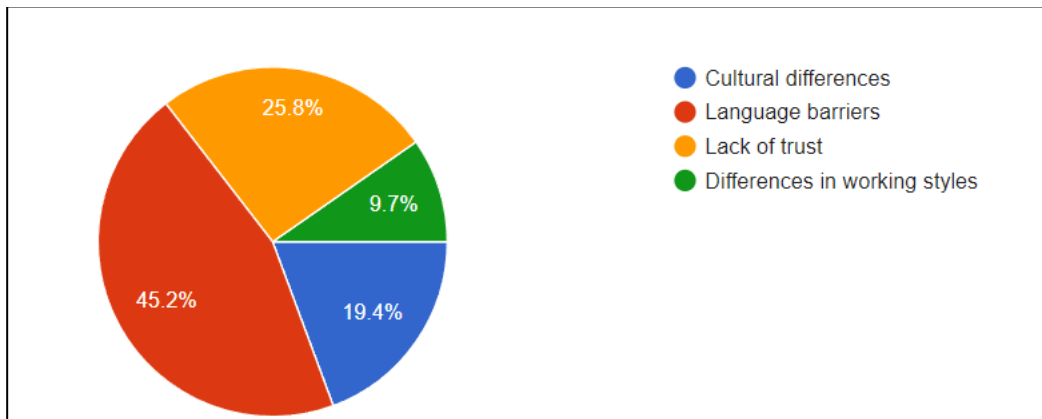
2. How much do you agree or disagree that Japanese global companies need resilient and flexible leadership styles in order to do well in the Indian market?



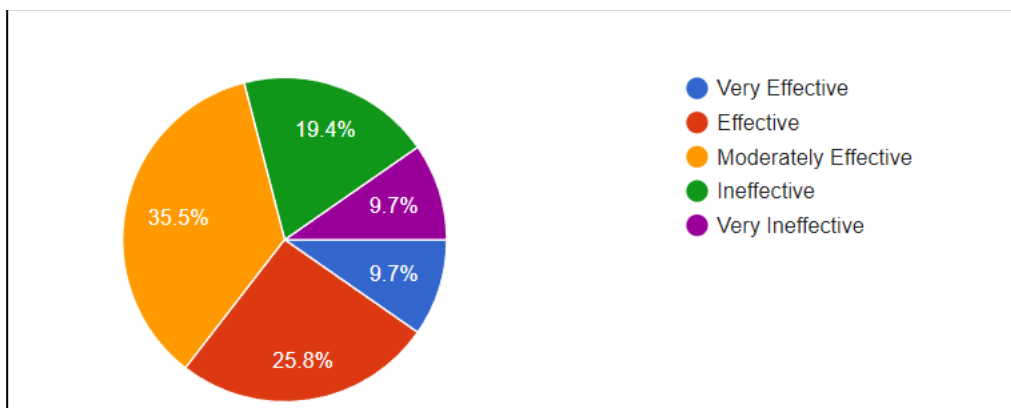
3. What percentage of the time does your company push employees to come up with new ideas and help make decisions?



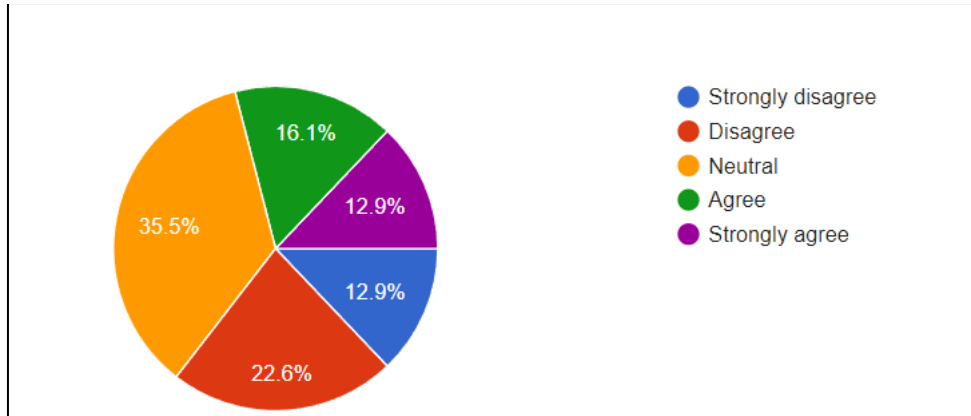
4. What problems or issues do you think make it hard for Japanese global companies and their Indian partners to work together in new and creative ways?



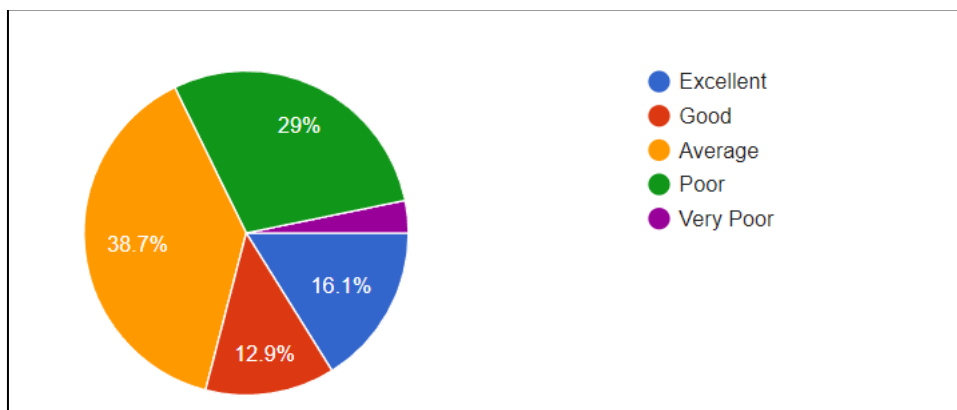
5. How well do you think your company is doing in the Indian market at making it easy for outside partners to work together and share knowledge?



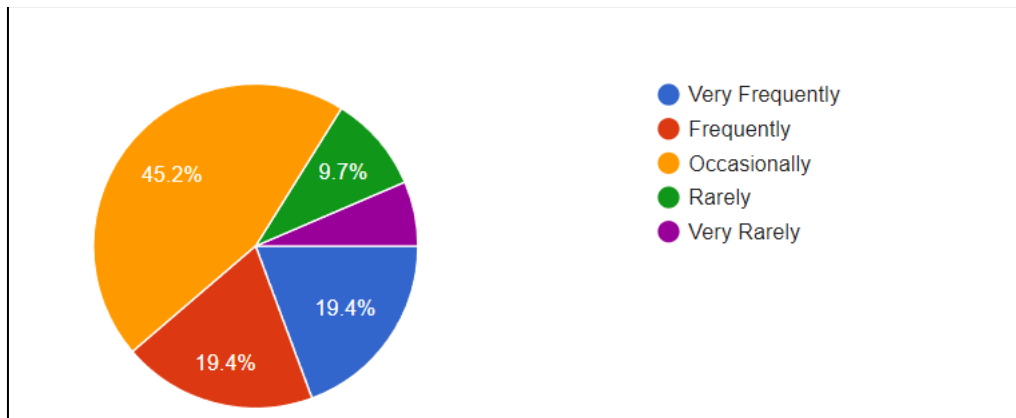
6. How do you think cross-cultural training programs help Japanese global companies and their Indian partners talk to each other and work together better?



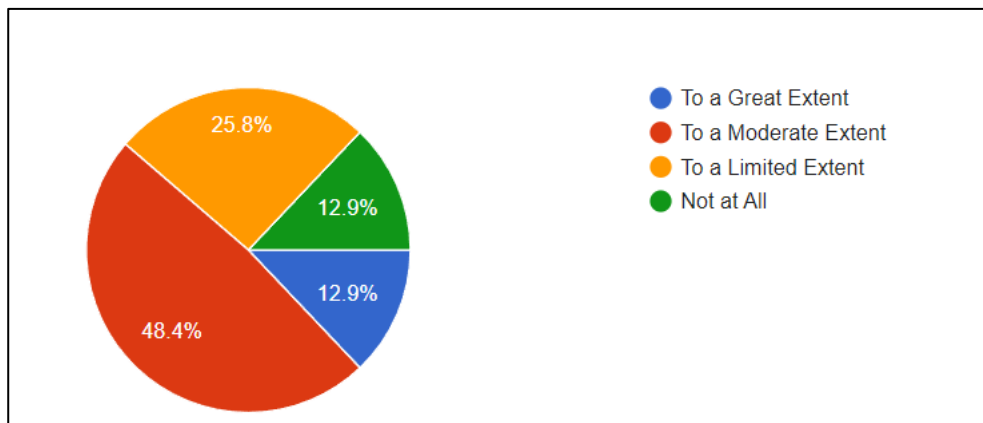
7. How does the leadership of your company help the growth of creativity and innovation between companies in the Indian market?



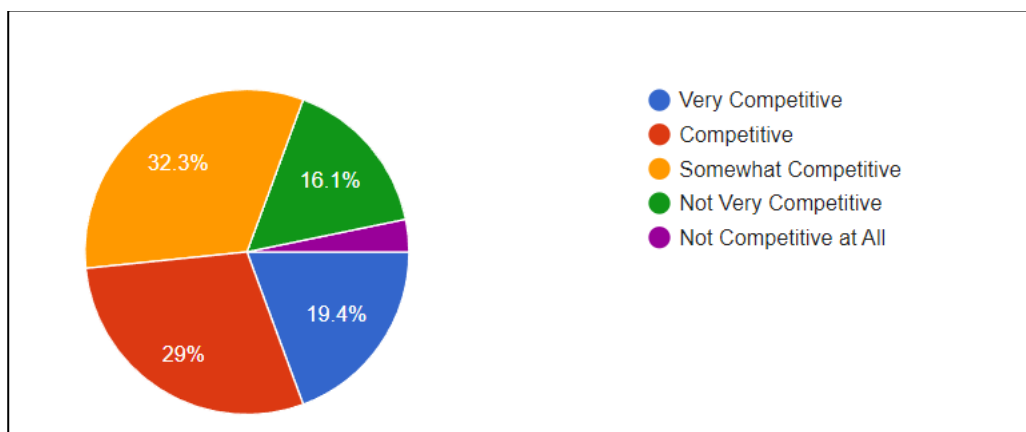
8. If your company wants to make cutting-edge goods for the Indian market, how often does it work with Indian partners on research and development projects?



9. How well do you think your company uses outside partners' different points of view and experience to come up with new ideas for the Indian market?



10. How competitive do you think your business is in the Indian market compared to other international stores?



Qualitative Analysis

Participant ID	Position	Years of Experience	Key Findings
P1	CEO	20	- Emphasized the importance of adaptive leadership in navigating the Indian market's complexities.
			- Highlighted the need for flexibility and resilience in responding to dynamic challenges.
			- Stressed the significance of building trust and fostering collaboration with local partners.

- Identified cultural differences as a key factor influencing leadership practices and organizational dynamics.			
P2	VP of Operations	15	- Shared experiences of promoting inter-organizational creativity through collaborative projects with Indian partners.
			- Discussed challenges in aligning organizational cultures and overcoming language barriers.

- Highlighted the role of adaptive leadership in creating a supportive environment for innovation and experimentation.			
P 3	Senior Manager	10	- Discussed strategies for fostering creativity and innovation within cross-functional teams.
			- Emphasized the importance of psychological safety in enabling employees to share ideas and take risks.
			- Identified communication barriers and cultural differences as obstacles to effective collaboration.

- Suggested the implementation of training programs to enhance cultural awareness and communication skills.			
P 4	Project Manager	5	- Shared examples of successful collaboration with Indian counterparts to develop innovative solutions for local market needs.
			- Discussed challenges in managing cross-cultural teams and balancing competing priorities.
			- Expressed the need for leadership support and organizational resources to facilitate inter-organizational creativity.

- Recommended establishing formal channels for knowledge sharing and idea generation.

The poll results show what Japanese MNCs think and how they do business in India. These results shed light on competitiveness, an innovative culture, working together across organizations, and the ability of leaders to adjust. These important results came out of the data analysis:

1. Leadership adaptation and flexibility: Most respondents gave their organization's leadership a moderate score of 2–4. Some organizations are quite flexible in how they deal with the changing needs of the Indian industry, while others might profit from this area needing improvement. diverse results reveal that people have diverse perceptions about how well leaders can react to market developments.

2. Significance of Adaptive Leadership Styles: Most respondents felt that Japanese global corporations need adaptive leadership styles to succeed in India. Most respondents agreed or strongly agreed. Leaders must be able to adapt and recover from setbacks. Most respondents agree that CEOs must negotiate the complex Indian market.

3. Employee Participation and New Ideas: Companies encourage new ideas and decision-making at varying rates. Several news sources claim some groups support it occasionally, frequently, or not. This illustrates that corporations encourage innovation and involve people in decision-making in diverse ways.

4. Obstacles to organizational collaboration: Organizations struggle to collaborate and generate new ideas due to language difficulties, mistrust, culture differences, and various work styles (Tran 2021). These findings demonstrate how difficult it is for Japanese multinationals to collaborate with Indian partners. These issues must be resolved to improve Indian market teamwork and innovation.

5. How Well Does the Company Promote Collaboration: Most respondents believe their firms promote collaboration and information sharing with outside partners. Some

organizations are rated "ineffective" or "extremely ineffective," while others are "very effective" or "effective." This allows for stronger ties with outside groups to foster new ideas and competitiveness.

6. Respondents disagree on whether Japanese multinational corporations and their Indian partners need cross-cultural training to improve communication and collaboration. Many disagree that these programs are important, yet many firmly agree. varied people have varied opinions on how cultural knowledge helps teams work.

7. Leadership Support for Innovation: Respondents disagreed on how much leadership fostered creativity and innovation across organizational lines. Some groups have great or good results, while others receive low or even poor marks. This suggests that leadership support differs between organizations, which can affect competitiveness and innovation (Huong and Teo 2020).

8. Joint Research and Development Projects with Indian Partners: Organizations collaborate with Indian partners on joint projects at different rates (Oriade et al. 2021). Some groups converse frequently, whereas others rarely or never do. Increasing cooperative initiatives can inspire creativity and create distinctive solutions for the Indian market.

9. Using other perspectives and abilities: Most respondents believe their organizations are good at using outside partners' perspectives and skills to encourage innovation in the Indian market. Working well earns some groups great marks and others low or none. This highlights how crucial it is to use outside tools effectively to improve ideation.

10. Survey respondents had diverse opinions on their companies' Indian market competitiveness. Some say businesses are very competitive, while others claim they are neither. These viewpoints help Japanese MNCs assess their market position and identify areas for improvement to become more competitive.

Conclusion and recommendations

The results show that Japanese MNCs that do business in India face a lot of challenges and chances. Collaboration between organizations, an open-minded mindset, and flexible leadership are all things that are needed, but the ways that organizations work and think are not all the same. To be innovative and work well with Indian partners in the area, we need to get past language, trust, and cultural barriers. India will be more competitive and grow in the long run if leaders support each other more, encourage collaboration, and use a variety of points of view.

Recommendations:

Diversifying can help Japanese MNCs do better in the Indian market. Spend money on thorough cross-cultural training to help you talk to and work with your Indian partners better. You can encourage a creative culture by actively seeking out and acting on the ideas of all workers. Clear directions and the right amount of resources are needed for strong leadership that supports creativity and innovation across organizational lines. Regular R&D projects with Indian partners could lead to answers that are only available in the Indian market. To get past problems with language, faith, and culture that make it hard to work together, you need to focus your efforts and build relationships. Japanese MNCs can also find ways to set themselves apart and get better by regularly comparing their level of success to that of their competitors in the same industry. These tips can help Japanese MNCs find their way around the Indian market, come up with new ideas, and fight. Long-term growth and wealth would follow.

Limitations and Future Scope of the study

Because it solely examines Japanese MNCs in India, the analysis may be flawed. A short sample size, unfair poll questions, and problems applying the results to other scenarios may be weaknesses. Because business is continually changing, outcomes may become less valid and reliable. Despite these issues, the study intends to shed light on how inter-organizational innovation and flexible leadership styles might help Japanese multinationals succeed in India. Long-term implications of flexible leadership, teamwork across enterprises, and innovative techniques on Japanese multinational firms (MNCs)' operations and competitiveness in India may be studied. Investigate how blockchain and AI may help individuals from diverse cultures collaborate and communicate. Comparative research across Indian business sectors and regions may reveal more complicated aspects that influence organization behavior and strategy. These research programs would enable Japanese foreign corporations succeed in India's fast-paced commercial sector with fact-based procedures and strategies.

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