**REVISE AND SUBMIT IN TWO DAYS**

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**TOPIC MOTIVATION**

**Name: PHILLIP MANDLA**

**Surname: MTOMBENI**

**MBA Number: 51600131**

**Title of Topic:** Investigating the impact of leveraging adaptive leadership to respond effectively to Robotics at st-software organization in Gauteng.

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**Email Address -Personal/Work:** [pmmtombeni@gmail.com](mailto:pmmtombeni@gmail.com) **/mandla.mtombeni@wesbank.co.za**

**Student:51600131**

**Contact Number: 0116326930 / 0765685999**

**Title of the Research/Topic** Investigating the impact of leveraging adaptive leadership to respond effectively to Robotics at st-software organization in Gauteng.

**Brief details/motivation for the topic.**

Technology is changing at a rapid pace. Technologies such as WhatsApp have disrupted the telecoms industry rendering (Short Message Service) SMS and voice calling irrelevant. For mobile operators there has been a general trend to move away from voice and SMS to data services. Operators that have encouraged the use of data service have seen an increase in revenue as opposed to those who blocked or made the use of data service relatively expensive (Stork, Esselaar & Chair, 2017).

Analytics, Big data, artificial intelligence, crypto currency and blockchain are amongst a myriad of emerging technologies available to organisations to exploit. These technologies are either impacting organisations or going to impact organisations or a worse possibility, whereby organisations are not aware of the impending impact. Business leaders are faced with these technologies and a required to make business sense of them. Failure to act can be detrimental to business as in the case of Kodak, where the traditional cameras was replaced by digital cameras but Kodak failed to exploit the opportunity of that new technology resulting Kodak losing its dominant position to new entrants such as Fuji who embraced and improved the new technology (Mithas & Lucas, 2010).

In the same light, choosing the wrong technology can also be detrimental to an organisation. In the late 1990s Nokia was a world leader in smartphones and was lauded as an innovative technology organisation. However, between 2005 and 2010 Nokia went through a rapid decline. The Android open source operating system (OS) was introduced, but Nokia being a dominant player decided to improve its proprietary OS to ensure sustainable profit. Customers rejected Nokia and opted for new entrants such as Samsung which had adopted the Android OS (Vuori & Huy, 2016).

Changes in technology will lead to more of these types of decisions been taken by business leaders and robotics is no exception. It is estimated that by 2025 robots will eliminate half of the current jobs. This is primarily driven by improvements in technology whereby a $1000 PC could be equivalent to a human brain by 2020 (Halal, Kolber, Davies & Global, 2016). Potentially, the adoption or use of robotics can help organisations achieve sustainable profitability by minimising costs (as the price of robotics declines) while at the same time maximise efficiency (due to technology improvements) resulting in disruptive changes in business. It is good business to use Robotics, because as Robotics prices decline, the supply 5

for Robotics increases creating a critical mass, resulting in a fall in output price and increase in output and labour productivity (Dirican, 2015; Graetz & Michaels, 2018).

The pace at which the changes happen does not allow business leaders a long time to ponder over what decision to make. Business leaders need to find a way to assess, sense make and take decisions that would be most valuable for their business. This paper seeks to understand “the extent to which leaders make appropriate changes, strategies and tactic” (Yukl & Mahsud, 2010) when dealing with robotics. This flexibility in leadership is what is known as adaptive leadership.

The more pervasive technology becomes the more established patterns of behaviour and the way things are done are driven to change. Email for example has replaced paper-based mails that used to be distributed via the post office. The adoption of email has resulted in people preferring to receive emails than paper-based mail. Bezuidenhout (2017) postulated that Robotics will lead to a change in jobs and workforce. Some jobs will fall away, new jobs will be created, and other jobs may change. Robotics has started to replace jobs that are predictable and routine. New jobs have been created for people to codify those routine and predictable jobs. Some of the people that codify the jobs came from the impacted jobs because while they did not have the technical skills, they had the institutional knowledge related to the jobs to be codify and hence introduce elements of Robotics into the job.

Jobs that are susceptible to automation are referred to as Stratum I jobs. They are repetitive and predictable. These changes, in the world of business, have been driven by Robotics and have an impact on how business leaders supervise and manage of people or things. Not only must business leaders deal with external forces brought about by technological advancements, but they need to address the internal forces by developing workforce strategies to mitigate the effects of “technological unemployment” and “technology anxiety” (Bezuidenhout, 2017; Peters, 2017). Business leaders need to have the ability to respond appropriately to the changes in their environment. Leveraging adaptive leadership can help business leaders deal with change and uncertainty.

**Adaptive leadership:** Adaptive leadership is “flexible and adaptive leadership involves changing behaviour in appropriate ways as the situation changes” (Yukl & Mahsud, 2010, p. 81). This type of leadership is ideal for dealing with a constantly changing environment .

**Robotics:** Robotics is defined as an “intelligent robot or a mechanical creature that can function autonomously” (Murphy (2000) in Dirican, 2015, p. 567).

**The Aim of the Study** The aim of the study is to investigate the impact of leveraging adaptive leadership to respond effectively to Robotics at st-software organization in Gauteng.

**The Objectives of the Study.**

1. To identify the factors affecting the implementation of leveraging adaptive leadership to respond effectively to Robotics st-software organization.
2. To identify the current implementation of leveraging adaptive leadership to respond effectively to Robotics at st-software organization.
3. To make recommendation to the management to improve the effectiveness of working environment at st-software organization.

**The expected research outcomes (expected results of the proposed investigation)**

To help st-software management to make correct decision.

The potential benefit of leveraging adaptive leadership to respond effectively to Robotics at will improve the performance of the organization.

To show the impact of leveraging adaptive leadership to respond effectively to Robotics at st-software in South Africa

**Details of how data/information to carry the empirical research will be collected.**

**1)** **Data gathering process ,qualitative data collection will be used**

**2)Data collection instrument**

Semi-structured, preferably face-to-face, interviews will be conducted as the primary source of data. The following process will be followed:

1. Print interview check list and consent form.

2. Identify purposefully selected individuals and contact them. Purposefully selected individuals are those who will best help them understand the research problem and questions.

3. Participants will be invited for an interview, informed of the purpose of the interview and the amount of time needed.

4. If they agree an appointment will be set up.

* 1. 5. Interview will be conducted under the following conditions: a. Consent form will to be signed by participant and assurance of anonymity will offered
  2. b. Permission will be requested from participant to record audio of the interview
  3. c. The purpose of the research will be explained to the participant.
  4. d. Notes may be taken.
  5. 6. After the interview, researcher will thank the participant
  6. 7. The recorded audio will be stored and backed up accordingly.

(Creswell, 2014; Saunders & Lewis, 2018) .

In the research method it is critical to pay attention to:

- Validity: data collection method accurately measures what it was intended to measure

- and reliability: data collection and analysis produce constituent findings (Saunders & Lewis, 2018)

“Without rigor, research is worthless, becomes fiction, and loses its utility” (Morse, Barrett, Mayan, Olson, & Spiers, 2002, p. 2). The strategies for ensuring trustworthiness in interviews can be categorized into the following criteria: credibility, transferability, dependability and confirmability. The recommended strategies to attain trustworthiness are “negative cases, peer debriefing, prolonged engagement and persistent observations, audit trails and member checks” (Morse, Barrett, Mayan, Olson, & Spiers, 2002, p. 5). Standard interview questions will be asked to participants to ensure validity and reliability in the interview process.

The recommended tool to be used for ensuring academic rigour is Atlas.ti qualitative software. With this tool the data collected will be stored, transcribed, coded and themed to find patterns in the data. All the data collected, and the test run to establish finding will be stored in Atlas.ti and will be submitted as the part of the analysis with the research report. “Without rigor, research is worthless, becomes fiction, and loses its utility” (Morse, Barrett, Mayan, Olson, & Spiers, 2002, p. 2). The strategies for ensuring trustworthiness in interviews can be categorised into the following criteria: credibility, transferability, dependability and confirmability. The recommended strategies to attain trustworthiness are “negative cases, peer debriefing, prolonged engagement and persistent observations, audit trails and member checks” (Morse, Barrett, Mayan, Olson, & Spiers, 2002, p. 5). Standard interview questions will be asked to participants to ensure validity and reliability in the interview process.

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**3)The organization that my study will be based on is st-software**

**4) Target population**

My target population is managers and the employees working for the organization. All employees working for st-software organization will form the participant of my research. This research will not focus on a specific occupational category this means any employee working for the organization will be used.

**5)Size of my target and sample population**

Initially non-probability snowball sampling will be utilized where first sample members who will identify subsequent members within their industries (Saunders & Lewis, 2018). It is essential to follow this kind of sampling to ensure that the right individuals participate in the study who have the knowhow and experience of leading through Robotics. The minimum sample size will be 13, as this is the recommended figure from Guest and Bunce (2006) to achieve saturation of data.