Abstract

The study provides R&D leadership with a multilevel and integrative approach. Integrated leadership (IL) is being conceptualized based on extant literature. This study develops an inventory to access integrated leadership. It examines the impact of integrated leadership on R&D performance and leader performance. It also examines the moderating effects of leaders' motivation, knowledge sharing, R&D climate and HRM practices between integrated leadership and R&D performance and leader performance. Data were collected from selected 139 R&D laboratories in India; from each laboratory one leader and three of his or her subordinate scientists working in coordination with the leader, were surveyed administering the questionnaire. The subordinate assessed the leadership and knowledge sharing, and the leader assessed all other variables. An instrument to access integrated leadership includes cognitive, personal, and interpersonal factors. It had acceptable reliability and validity. Integrated leadership positively predicts R&D performance and leader performance. Among the dimensions of integrated leadership, the cognitive factor most potently predicts R&D performance and the personality factor of grit most potently predicts leader performance. The constructs of motivation, knowledge sharing, R&D climate and HRM practices moderate the relation of integrated leadership with R&D performance and leader performance. The relations of integrated leadership with the leader's performance and the R&D performance are more (less) under high (low) leader's motivation, high (low) knowledge sharing, favourable (unfavourable) R&D climate, and effective (ineffective) HRM practices. The most important moderator is HRM practices. The instrument can be used to assess R&D leaders and improve their integrated leadership vis-a-vis the R&D performance and leader performance.

Keywords: integrated leadership, R&D performance, leader performance, R&D climate, HRM practices, motivation, knowledge sharing.