THE RESEARCH ON HUMAN RESOURCES COMPETENCES NECESSARY FOR SUSTAINABLE ORGANIZATIONAL SUCCESS

by

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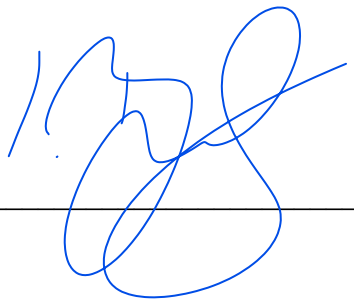

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Dedication

To K. K. Sujatha, my mother, who taught me to stand tall and persevere through nothingness, and to all my loved ones who have passed on to heaven.

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I am profoundly thankful to the individuals who have had a substantial impact on my professional and personal development.

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ABSTRACT

THE RESEARCH ON HUMAN RESOURCES COMPETENCES NECESSARY FOR SUSTAINABLE ORGANIZATIONAL SUCCESS

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Human Resources is a field that constantly needs to adjust to keep up with the changing needs of organisations, especially in the face of global challenges such as the pandemic. This thesis examines the current competencies and operational approaches of Human Resources professionals, as well as the new functional and leadership qualities required for organisational resilience and success in the business the environment following the pandemic.

The Human Resources field has undergone five distinct phases of development, transitioning from a job focused on basic care and maintenance to one that actively contributes to strategic business decisions. Currently, Human Resources is embarking on a new era of transformation. Historically, Human Resources operations have existed since ancient times, encompassing the selection of ethnic group leaders and the establishment of safety protocols. Over time, employees have transitioned from being

seen as simple parts of the industrial economy to being recognised as crucial assets in the knowledge economy and champions for sustainability in the twenty-first century. The historical setting underscores the necessity for Human Resources professionals to adopt innovative leadership styles, mindsets, and competencies to build sustainable companies.

Although technological developments are important, they alone are not enough to accomplish corporate objectives. Resilient Human Resources professionals play a crucial role in enabling rapid and favourable organisational transition in a constantly evolving environment. Several research and consulting institutions, as well as Human Resources scholars, have put forward a multitude of functional and cognitive abilities that are essential for the modern working environment. Nevertheless, these skills, which are frequently described using various terms, have not been methodically ranked in order of importance.

This study aims to address this gap by emphasising the essential leadership styles, mindsets, and skill sets required for Human Resources professionals. The results will offer a comprehensive structure for the evolution of Human Resources, allowing organisations to quickly adjust to economic challenges and attain sustainable success in the future workplace and business environment.

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INTRODUCTION

1.1 Introduction

"The year 2020 has no doubt been an extremely challenging year for most of us due to the global pandemic of COVID-19 and the resulting economic downturn", accentuated by Cooke, Dickmann and Parry (2020, p. 1).

Furthermore Cooke, Dickmann and Parry (2020) described that, numerous enterprises have incurred substantial financial losses that have exceeded their threshold for sustainability, resulting in the termination of employment for millions of individuals. For individuals who continue to be engaged in business and employed, significant transformations have taken place or are still taking place in the ways businesses function and the execution of work. These modifications have significant ramifications for the practical implementation of human resource management.

According The Economist (2020, p. 18) that the "COVID-19 pandemic presents a different challenge—and underlines the role of another corporate function, often unfairly dismissed as soft. Never before have more firms needed a hard-headed Human Resources (HR) boss."

From 2007 to 2009, amid the global financial crisis that profoundly affected the economic landscape, corporate finance officers emerged as a focal point in boardrooms. The efficacy of a Chief Financial Officer (CFO) can profoundly influence an organization's financial health, with a capable CFO potentially ensuring its survival and an incompetent one perhaps precipitating its downfall. The COVID-19 epidemic highlighted a specific challenge and underscored the importance of a business role that is often underestimated and perceived as less critical. There was a growing demand for pragmatic Chief Human Resources Officers in many organisations.

Wright *et al.* (2020, p. 2) stated that "And, of course, most recently, the global pandemic has drastically accelerated everything, including a massive, unprecedented shift in where work gets done". In continuation Wright *et al.* (2020) pronounced that Human Resources professionals are confronted with emerging imperatives that are influenced by the transformation of business environments. During this period, Human Resources professionals are experiencing an expansion of their responsibilities, which now encompass navigating digital transformations and effectively managing workforce shifts. The shifting paradigm necessitates that Human Resources Professionals acquire new sets of functional and leadership abilities that are crucial for effective adaption.

According to Platanou and Mäkelä (2016, p. 19), "technological advances are currently rapidly changing the way both private and public organizations operate – from how they communicate with their customers, stakeholders, and suppliers to how they manage their human capital in the different stages of the employee life cycle."

Platanou and Mäkelä (2016) further asserted that improvements in digital technology include breakthroughs such as cloud computing, social networking platforms, big data analytics, and mobile applications. The integration of digital technologies into the corporate environment, known as digitalisation, will initiate numerous changes in the future practices of Human Resource Management (HRM). Cognitive technology, artificial intelligence, and robotics are expected to become significant components of the global workforce. The future workforce is expected to be a mixed combination of humans and machines.

The integration of cognitive technology inside the workforce is anticipated to give rise to a distinct repertoire of abilities that will enable individuals to effectively perform their revised job responsibilities. Certain organizations, particularly those operating within the manufacturing sector, have already implemented robotics technology to

facilitate the automation of their production processes. This phenomenon is typically known as the implementation of Smart Factories or Industry 4.0. The expansion of robotics and automation will significantly affect the roles and responsibilities of employees, line managers, and Human Resource professionals. The Human Resources (HR) function must adapt to a new paradigm and develop the capability to efficiently manage the interaction between individuals and automated systems.

Hudson (2023) stated that, since the start of the pandemic, Human Resources departments have experienced increased requests for assistance. As per the report by Hudson (2023), 55% of Human Resources leaders report an increase in requests for assistance across a broader range of subjects. The requirements are becoming increasingly intricate. This presents numerous opportunities for Chief Human Resources Officers (CHROs). Chief Executive Officers (CEOs) have elevated workforce issues to the third most critical company priority, a significant increase from its ranking of fifth place in 2020. Fortunately, HR (Human Resources) is now being requested to help important strategic tasks that it has previously claimed it could provide more assistance with. 63% of Human Resources leaders report an increasing demand for change management help, while 61% indicate a rise in requests to support leader, manager, and team performance.

Amidst the ongoing business turmoil, the impact of the ongoing evolutionary process on human resources is of utmost importance. To navigate the fluctuating market conditions, organisations must effectively manage changes, digital transformations, and the extensive integration of technologies such as Artificial Intelligence (AI) and the Internet of Things (IoT). The integration of automation and artificial intelligence collaboratively generates novel business frameworks and fundamentally transforms the nature of work within vast ecosystems. Significantly, the last worldwide pandemic has

accelerated these alterations, resulting in an unprecedented and historically significant transformation in workplaces.

Therefore, Human Resources professionals are confronted with new demands arising from the transformation of business environments. Amidst these intense struggles, the responsibilities of Human Resources professionals are broadening to encompass the task of successfully navigating digital transitions, while skillfully handling changes in the workforce. Human Resources Professionals require new sets of functional and leadership abilities that are crucial for successful adaption in this changing paradigm.

1.2 Research Problem

"In depth completion of a study will provide benefits for the knowledge development", emphasized by Nasution *et al.* (2019, p. 1). The study titled 'THE RESEARCH ON HUMAN RESOURCES COMPETENCES NECESSARY FOR SUSTAINABLE ORGANIZATIONAL SUCCESS' seeks to outline the essential Skill Sets and Mindsets that Human Resources professionals must possess to ensure organisational success, as well as to find the best combinations of these attributes.

Boon *et al.* (2019) emphasized that the function of Human Resources has changed in some organisations, but further refinement is needed to address the current shortcomings in practise, according to the results of interviews with respondents from previous literature.

Schultz (2021) described the importance for human resources leaders to formulate a strategy aimed at enhancing their competencies, anticipating future workplace transformations, boosting engagement, fortifying employment relations, and cultivating resilience. The implementation of the strategy will facilitate the organization's readiness for future challenges and developments in the workplace. The literature review clearly

indicates the necessity for a new array of skills, functional competencies, and leadership styles for Human Resources professionals in the post-pandemic context and the integration of the latest technologies.

In the emergence of new working landscape various research and consulting institutions and Human Resources scholars have proposed several Functional and Cognitive Skills. The suggested skill sets and Mind Sets are denoted by different synonyms but can be concisely grouped into six or seven each respectively. But then those suggested skill sets and mindsets have not yet been prioritized as per the various purposes or requirements.

1.3 Purpose of Research

Nayak and Singh (2015) asserted that research entails generating a novel and significant contribution to the existing body of knowledge to advance it. The method entails a meticulous pursuit of truth through the use of research, observation, comparison, and experimentation. Research is the systematic and objective endeavour to acquire knowledge and resolve issues. Research entails a methodical approach to generalisation and the development of theories. The term 'research' denotes a systematic methodology that encompasses problem identification, hypothesis formulation, data collection, data analysis, and conclusion formulation. These insights may manifest as answers to the particular situation or as generalisations for theoretical applications.

Multiple studies and surveys have identified different Skill Sets (Technical Skills), and Mind Sets (Social and Leadership Skills), that Human Resources professionals should possess to ensure sustainable organisational success.

An extensive literature review has identified 153 unique traits, which, despite varying terminology, can be categorised into specific groups pertaining to Skill Sets and

Mind Sets. The qualities have been categorised into seven each distinct skill sets and mind sets, which are constantly mentioned in the Literature.

The objectives of this Research are:

- Rate the most relevant Skill Sets and Mindset qualities that Human Resources Professionals need to possess, to ensure the sustainable success of organisations in the context of post-pandemic period and integration of modern technologies, in order of importance.
- The following other objectives can be met after the ranking the most relevant Skill Sets and Mindsets with respect to all respondents;
    - Human Resources Professionals will gain an in-depth understanding of their anticipated duties and facilitate the connection of leads that can align Human Resources initiatives with the organization's overall objectives, goals and targets.
    - Human Resources professionals will enable to prioritise the learning domains and determine the areas to allocate resources for continuous professional development, to improve skills and stay informed about developing Human Resources trends and best practices.
    - Business leaders will get insights on how to strategically involve Human Resources and include Human Resources professionals in decision-making and execution processes.
    - Business Leaders will able to identify areas to support continuous education, commit resources for training, and acknowledge the crucial role of Human Resources in fostering sustainable organisational success.
    - Educational institutions, Teachers, Scholars specialising in Human Resources can improve academic curricula by identifying areas that need updating with

current Human Resources trends and integrating experiential learning to develop practical Human Resources skills.

- Academic institutions can able to promote research collaboration by identifying opportunities with industry stakeholders for studying Human Resources trends, while also creating and implementing ongoing learning opportunities for Human Resources practitioners.
- Human Resources consultants and business coaches will able to enhance their consulting services by adapting to post-pandemic and technology-integrated scenarios, providing specialised knowledge to address changing client requirements.
- Human Resources consultants and business coaches will able to improve Human Resources effectiveness by identifying areas for optimising Human Resources functioning, providing tailored training programmes, and assisting in Human Resources transformation to align strategies with organisational goals for long-term success.

Furthermore, it is hypothesized that the best combination of skill sets and mindset qualities ranked by different (identified target population) groups of respondents should consistently exhibit a positive correlation.

1.4 Significance of the Study

Responses, from Practicing Human Resources, Business Leaders, Academicians or Faculty Members from Professional Business Schools specializing in Human Resources Management and Business Consultants, have been collected and analysed for a better understanding of the Mind & Skillset prerequisites of Human Resources Professionals.

The significance of the research is stated as following statements;

- Identify most preferred Leadership Style (Sustainable Leadership and Management Competencies & Development of Leadership Skills: Experience and Timing), HR Competence (Mastery at The Intersection of People and Business: HR Competencies) Skill Set (Technical Competencies) and Mind Set (Behavioural Competencies) for effective practice as a Human Resources professional.
- Spotlight on competencies that help Human Resources practitioners in their career and professional development in the Future of Human Resources.
- Help organizations and business leaders to design approaches for success and suitability by identifying and cultivating high-quality Human Resources practices, effective Human Resources leaders, individual contributors and teams.
- Help academicians in the field of Human Resources to design relevant courses to cultivate and nurture high-quality future ready effective Human Resources professionals.
- Help consultants in the field of Human Resources to design approaches and processes for successful sustainable organizations and develop high-quality Human Resources practices and effective Human Resources leaders.

1.5 Research Purpose and Questions

The research seeks to answer the following questions:

1. In the context of COVID19 Pandemic and the evolving work environment, what is the most required Mind Set and the most relevant Skill Set to make the organizations sustainable and successful in the post pandemic era?

2. Will this research help to find out most relevant combinations of Mind and Skill Sets from the perspective of various category of respondents belongs to practicing Human Resources Professionals, Business Leaders, Academicians and Consultants in the field of Human Resources?

In this context, it is hypothecated that the research will find out most relevant combinations of Mind and Skill Sets to make the organizations sustainable and successful in the post pandemic and the Future of Human Resources era.

CHAPTER II:

REVIEW OF LITERATURE

2.1 Theoretical Framework

Thite, Kavanagh and Johnson (2012, pp. 6-7) stated that the "evolution of HRM (Human Resources Management) as a professional and scientific discipline, as an aid to management, as a political and economic conflict between management and employees, and as a growing movement of employee involvement influenced by developments in industrial, organizational, and social psychology."

Furthermore Thite, Kavanagh and Johnson (2012) described that historical analysis demonstrates the growing importance of employees, who have evolved from being replaceable components in 20th-century industrial organisations to becoming a crucial source of sustained competitive advantage in the 21st-century knowledge economy.

Niles (2013, p. 4) stated that "during pre-historic times, there existed consistent methods for the selection of tribal leaders. The practice of safety and health while hunting was passed on from generation to generation. From 2000BC to 1500BC, the Chinese used employee screening techniques and while Greeks used an apprentice system."

Furthermore Thite, Kavanagh and Johnson (2012) described that over a period of time, industrial, organizational, and social psychology discoveries have influenced Human Resource Management (HRM) to become an academic field, a useful management tool, a flashpoint in ideological and economic conflicts between employers and employees, and a driver of the rising employee engagement trend. The historical analysis demonstrates the evolution of the Human Resource Management function within firms, transitioning from a focus on ordinary transactional and traditional Human Resources activities to the management of intricate transformative tasks. Transactional

activities refer to regular bookkeeping duties, such as modifying an employee's residential address or healthcare provider.

The primary emphasis of conventional Human Resources (HR) practices revolves around Human Resources initiatives such as recruitment, remuneration, and performance evaluation. Transformational Human Resources activities refer to the efforts undertaken by an organization that contribute to the enhancement of the value derived from the consumption of the organization's product or service. The depicted temporal transformation and the historical progression of Human Resources are exemplified in table 2.1 through five overarching stages of the industry's development.

Table 2.1 Historical Evolution of HRM

Early 20th Century	Early 21st Century
Care Taker	Strategic Partner
	
Employee Focus Records	Cost Effectiveness Employee Development

Source: Thite, Kavanagh and Johnson (2012, p. 7)

Table 2.1 clearly outlines the historical evolution of Human Resource Management (HRM) from the early 20th century to the early 21st century.

The table highlighted the shift from a caretaker function that primarily deals with personnel records to a strategic partner one that prioritises cost effectiveness and employee development. Table 2.1 provides significant insights into the evolving landscape of Human Resource Management (HRM) practices, illustrating the transition from administrative roles to strategic contributions within organisational contexts.

Table 2.2 Five broad phases of the historical development of industry and Human Resources Function.

Stages	Period	Function
Stage one	(Pre-World War: Early 20th Century)	Caretaker Function
Stage two	Post–World War II: 1945–1960	Productivity
Stage three	Social Issues Era: 1963–1980	Legislative Compliance
Stage four	Cost-Effectiveness Era: 1980 to the Early 1990s	Employee Development and Involvement.
Stage Five	Technological Advancement Era and the Emergence of Strategic HRM (1990 to Present)	Human Resources balanced scorecard & ROI

Source: Thite, Kavanagh and Johnson (2012, pp. 8-13)

Table 2.2 provides a detailed account of the historical evolution of the industry and the Human Resources function, emphasising five pivotal stages. Beginning as a caretaker function in the early 20th century and progressing through phases of enhanced productivity and legal compliance, it culminates in the current era characterised by technological advancements and strategic Human Resource Management practices. The table clearly illustrated the evolution of Human Resource Management (HRM), highlighting the broader shifts in corporate priorities and organisational strategies across several historical time periods.

The evolution of Human Resources over the past decades is illustrated in Tables 2.1 and 2.2, while Table 2.3 defines the advancements in the field since 1990, corresponding to the Technological Advancement Era and the rise of Strategic Human Resource Management, to meet the requirements of a dynamic corporate environment.

Wright *et al* (2020, p. 4) stated that, “like most corporate functions, Human Resources has evolved greatly over the past decades to meet the needs of a changing business environment.”

Furthermore Wright *et al* (2020) described that, during the industrial period, the prevailing operational framework, commonly known as HR 1.0, entailed a primary emphasis on programmes and job-related matters. The leaders in Human Resources Management developed robust administrative abilities inside the department and cultivated an environment that prioritized excellence and adherence to regulations. The advent of the Internet has presented novel prospects for integration and globalization that were previously inaccessible. As a result of this progress, the transition to HR 2.0 brought about a shift in the function's emphasis towards process and headcount, prioritizing efficiency as the major objective.

The HR 2.0 function relied on an integrated Human Resources model that included established centres of competence, formalised service delivery teams, and efforts for cross-training and rotating Human Resources professionals within the function. The concept of HR 3.0 emerges as the next stage of development in the contemporary corporate environment, which is characterized by frequent and ongoing disruptions. This signifies a significant shift in perspective for Chief Human Resource Officers and their respective team members.

Table 2.3 The evolution of Human Resources Function.

	Industrial HR 1.0	Internet HR 2.0	Digital HR 3.0
Key focus	Design of compliance administration programmes and jobs.	Implementing standardised processes to attain excellence. Automated shared services.	Experience of personnel Cognitive Individualization Open and transparent.
Organization	Geographic Human Resources Partner Functions and Service Centres.	Centres of Excellence (COEs), Shared Services, and Universally standardised Human Resources Business Partners.	Offering managers, intelligent chatbots, rapid response teams, and human resources business partners.
Design driven by	Benchmarking with Best Practice.	Experts in the field of process management.	Utilising design thinking in collaboration with users.
Decisions driven by	Intuition	Utilising historical HR data for analytics.	Obtain practical and valuable information using predictive artificial intelligence and a

			wide range of external and internal data.
Key area of measurement	Assessment of performance. Evaluation of job. Employee turnover rates. Job satisfaction of employees.	Headcount. Competencies. Diversity Representation. Efficiency metrics. Employee engagement.	Critical Capabilities. Succession planning process Diversity. Inclusion Rate of attrition. NPS and Pulse surveys.

Source: Wright *et al*. (2020, pp. 4-27)

Ulrich (2007) emphasised that the advent of technology has significantly enhanced the ability to access, facilitate accessibility, enhance visibility, and foster interaction. Globalized society is characterized by diminished spatial boundaries, dynamic transformations, and increased accessibility to information. In recent times, there has been a discernible trend towards the heightened segmentation and discerning nature of customers and clients. Investors and contributors have exhibited a growing awareness and active interest in not only financial outcomes but also intangible factors. Employees now exhibit a growing range of demographic characteristics, encompassing not just race and gender, but also personal inclinations, geographic or cultural origins, and professional orientations. The participants in this industry include both established multinational corporations and a growing number of smaller, more innovative entities. These themes are observed within the framework of global enterprise, wherein actions in one geographical area can have repercussions on organization across the globe. The

majority of these trends are beyond the purview of any singular person or organization and manifest in both anticipated and unforeseen manners.

Ulrich (2007, p. 2) stated that “most of these trends are outside the control of any one individual or organization and occur in both predictable and unpredictable ways.” Furthermore Ulrich (2007, p. 2) described that, “they affect all aspects of business, from how to fund a firm to how to position the firm in customer minds and how to engineer and deliver products. They also affect the role and responsibility for HRD (Human Resources Department).” The Human Resource Department in the above description is set up to handle a wide range of questions, including:

- *What strategies can human resources (HR) employ to effectively anticipate and adapt to future challenges and changes in the workplace?*
- *What are the required Human Resources competencies?*
- *Which aspects should receive primary attention?*

One potential approach to progress may involve enhancing the capabilities of human resource managers to acquire the requisite skills and knowledge regarding the particular areas that require focused attention, enabling them to effectively prepare for the forthcoming realm of employment.

“In order to progress towards a new understanding of workforce management within organisations, it is essential to shed light on Human Resources competencies, future workspace, engagement, employment relations and resilience”, described Schultz (2021, p. 1)

Bersin (2020) remarked that the wide range of issues is substantial, and the pace of change is constant. Bersin (2020) further described that, since the beginning of the

COVID-19 pandemic, Business Leaders and Human Resources Leaders have been astounded by the following:

Who is harmed? When does the organization reassign people to their jobs? What are the new rules at work? In order to keep the employees engaged and the company operating profitably, how can the organization swiftly build new workplace communications, work protocols, training, and well-being support?

According to Shaw (2023, quoted in Durme *et al.*, 2023, p. 3), “at the beginning of the COVID-19 pandemic, everybody thought it would be over in six months if we could just hang in there. But what became very true, very quickly, was that this is not a short haul, it's a long haul—and that we were going to have to fundamentally rethink what work means, where work is done and how we lead work in a different environment.”

Bersin (2020) has been observed that, during the pandemic, the entire operational framework for human resources has undergone rapid evolution. Over an extended period, organizations have established Human Resources (HR) teams that have demonstrated effectiveness and agility. The organizational structure was reconfigured to establish centers of excellence, specialized roles and teams were formed, and call centres, business services teams integrated with Information Technology Departments, and solution centers were established to effectively oversee employee transitions. Numerous organizations have initiated the transition towards the "product operations" framework inside their Human Resources (HR) departments. This involves the allocation of Human Resource experts to assume the roles of offering managers or product managers, responsible for developing iterative solutions tailored to various workforce segments.

Table 2.4 The Big Reset in HR: New Operating Model.

Responsive (Efficient)	Resilient (Adaptive)
Operating Model: Centralised control and decentralised implementation.	Operating Model: Distributed control and Centralized coordination.
HR Tech Strategy Integration. The efficacy in People Analytics. Autonomous learning, innovative career structures. Comprehensive recruitment experience. Emphasis on key business objectives.	HR professionals closely collaborate with clients to meet their demands. Teams are deliberately structured to be cross-functional. Agile "pools" of individuals that collaborate on projects. Human Resources professionals are familiar with one another. Skills and capabilities valued and well known
Strategic, Data-driven, experience-oriented, diverse, inclusive, passionate.	Proficient in multiple areas, actively working together, distributed, organised, agile.
Success: Optimising efficiency and enhancing employee happiness	Success: Speed and excellence in response.

Source: Bersin (2020)

Table 2.4 presents a comparison between the responsive (efficient) model and the resilient (adaptive) model in Human Resources' operational model. The table underscores significant characteristics, including the implementation of an integrated Human

Resources technology strategy, a focus on people analytics, self-directed learning, and the formation of cross-functional teams. These elements signify a shift towards Human Resources practices that are strategic, data-driven, and centred around experience. The examination of centralised control and distributed execution versus distributed control and centralised coordination offers significant insights into the dynamic characteristics of Human Resources functions, highlighting the importance of efficiency and adaptability as essential factors for achieving success in modern organisations. Bersin (2020) has described that in contrast to the previous focus on constructing efficient, well-aligned, and scalable organizations, the current imperative is to establish organizations that prioritize speed, adaptability, and ease of change.

The proficient administration of Stage Five HR (Human Resources), as outlined in Table 2.2, HR.03 described in Table 2.3, and the dynamic Adaptive Human Resources model elaborated in Table 2.4, poses an important and major challenge.

Thite, Kavanagh and Johnson (2012) observed that the evolution of Human Resource Management evolved as both a professional and scientific subject, functioning as a management instrument, addressing conflicts between management and employees, and fostering increased employee engagement. These shifts have been shaped by progress in industrial/organizational and social psychology. This historical analysis will illustrate the evolution of employees from mere instruments of production in the 20th-century industrial economy to essential contributors of sustained competitive advantage in the 21st-century knowledge economy.

Vosburgh (2007) described that the business leaders and HR experts have been analysing the historical context, anticipating trends, and implementing changes to enhance organisational competitiveness and HR functionality. The HR profession has evolved and reached a key crossroads. Over the past century, the HR field has seen

significant changes, often in reaction to external circumstances. Over the course of scholarly inquiry, an array of Human Resources competencies has been posited by diverse institutions and individual researchers. The competencies have been intentionally created to effectively manage the complexities inherent in the stages of Human Resources evolution. On a comprehensive review of the literature, a number of important competency frameworks have been identified, each providing unique viewpoints on how to navigate the intricacies inherent in the aforementioned Human Resources evolution stages. These models function as strategic frameworks, providing guidance for Human Resources practitioners to successfully navigate the complex dynamics involved in these advanced stages. As organisations navigate the complexities of modern Human Resource environments, the knowledge and understanding gained from these competencies and models have the potential to greatly influence and redefine the frameworks of Human Resources practice. This, in turn, allows businesses to cultivate workforces that are adaptable, resilient, and strategically aligned. The study has identified many significant Human Resources Competency Frameworks after an extensive review of the Literature.

2.1.1 HRD Challenges and Responses.

Ulrich (2007) highlights the significance of the ongoing global transformation and the imperative for Human Resource professionals to proactively create value. The manifestation of this value occurs when Human Resource professionals effectively comprehend the recommended competencies (Table 5) and translate this comprehension into a sequence of initiatives undertaken by the Human Resources Department. The efficacy of value-enhancing initiatives conducted by professionals in the Human Resources Department is heightened when the department is suitably structured and when

these professionals undertake proactive measures, adopt diverse positions, and demonstrate the necessary competencies.

Table 2.1.1 HRD Challenges and Responses

Challenges Needed for Success	Responses by HRD Professionals
Strategic clarity: Develop a distinct and concentrated perspective on strategies for achieving victory and engaging in competition. Change and speed of change: Foresee and promptly react to changes occurring externally and internally inside the organisation. Culture or shared mind-set: Establish a strong external brand that is reflected in the behaviours and standards of employees within the company. Leadership and leadership brand: Establish a distinctive leadership identity by aligning with the leadership principles and developing a unique leadership brand.	Promote strategic clarity through engaging leaders in the deliberation of many options and decisions. Ensure that all Human Resource Development (HRD) initiatives are in accordance with the organization's strategy. Establish and implement a structured change process. Incorporate change into a new identity Perform a cultural audit. Enhance employees' understanding of consumer reputation through Human Resources Department activities. Ensure that leaders exhibit the principles of the leadership code.

Learning: Promote learning among individuals, teams, and the entire organisation. Collaboration: Enhance the overall outcome by combining efficiency and leverage. Talent: Attract skilled persons for both present and future needs and motivate them to invest their extra effort into their work. Customer connection: Identify the target customers and focus on gaining a larger portion of those customers. Innovation: Innovate methods of work, develop unique products, offer distinctive services, and establish pioneering business models. Efficiency: Reduce costs.	Create a concise and focused statement that defines the leadership brand, and structure Human Resource Development (HRD) initiatives based on this statement. Ensure that continual learning is given utmost importance in all Human Resource Development (HRD) efforts. Foster innovation through the process of experimentation, skill acquisition, continuous improvement, and benchmarking. Formulate abstract concepts that apply universally. Enhance operational efficiency by implementing initiatives to boost productivity. Enhance leverage by exchanging ideas, people, products, and services. Ensure future success by conducting a talent audit to align all Human Resources Department efforts with the necessary skills and abilities.

	Develop a talent management approach that guarantees both competence and dedication. Identify the specific customers who provide significant value to the organization. Find ways to engage those customers in organizational activities (for example, participate in training) Create a framework for innovation that facilitates the development of new ideas. Foster a culture of innovation among all staff. Enhance efficiency. Manage processes efficiently. Distribute resources to critical initiatives.

Source: Ulrich (2007, p. 4)

Table 2.1.1 provides an overview of the primary issues faced by Human Resource Development (HRD) and the related strategies necessary for achieving success in modern organisations. The table highlights various issues that organisations face, including strategy clarity, change management, talent acquisition, and innovation. In response, organisations can implement strategies such as supporting strategic clarity, establishing a structured change process, structuring talent management processes, and encouraging

innovation protocols. The above comprehensive framework offers practical techniques to effectively tackle complex organisational difficulties for Human Resources Development professionals. It underscores the need of aligning Human Resources Development initiatives with strategic goals and fostering a culture that encourages continuous learning and innovation.

2.1.2 Society for Human Resources Management (SHRM) Competency Model.

The Society for Human Resources Management (2016) conducted an extensive study to develop a complete competency model applicable across the Human Resources (HR) domain. The main goal of this approach is to enhance the skills of Human Resource professionals in their current positions, while also creating a strategic framework for career advancement.

Competencies included in the model are purposefully structured to be applicable across all industries, sectors, and geographies. The SHRM Competency Model equips Human Resource professionals with vital skills crucial for their career progression. The competencies described in Table 6 empower these professionals to make substantial contributions to their organisations' achievements in a deliberate manner.

Table 2.1.2 SHRM Competency Model.

Sl.No.	Attributes	Description
1	Human Resource Expertise (HR Knowledge)	An understanding of the theories, procedures, and functions involved in effective Human resources management.

2	Ethical Practice	The capacity to incorporate fundamental principles, honesty, and responsibility into every aspect of organisational and business operations.
3	Leadership and Navigation	Capacity to lead and actively participate in initiatives and procedures inside the organisation.
4	Business Acumen	The capacity to comprehend and utilise knowledge in order to make a meaningful contribution to the strategic objectives of the organisation.
5	Consultation	The capacity to offer direction to the stakeholders of the organisation.
6	Critical Evaluation	The capacity to analyse data and draw conclusions in order to make informed decisions and provide recommendations for business purposes.
7	Communication	The capacity to efficiently communicate information with stakeholders.
8	Global and Cultural Effectiveness	The capacity to appreciate and take into account the viewpoints and experiences of all individuals involved.
9	Relationship Management	Proficiency in handling interactions to deliver service and uphold the organisation.

Source: SHRM (2016, pp. 1-58)

The Competency Model is illustrated in Table 2.1.2, highlights nine crucial qualities that Human Resources practitioners must possess. The specified characteristics

encompass a varied array of skills and attributes, including Human Resources expertise, Ethical Practice, Leadership and Navigation, Business Acumen, Consultation, Critical Evaluation, Communication, Global and Cultural Effectiveness, and Relationship Management. This model provides a thorough framework for directing the growth and evaluation of Human Resources professionals. It highlights the diverse aspects of their roles in contributing to the success of an organisation through strategic Human Resources Management techniques.

2.1.3 Profession Map, Chartered Institute of Personnel and Development.

The Charted Institute of Personal and Development (no date) has created the Profession Map framework to aid Human Resource Professionals in fostering pleasant work environments and advancing employee well-being in organisations. This framework seeks to facilitate the evolution of the profession in the contemporary era by offering practical suggestions on how Human Resource Professionals can improve their performance and adjust to workplace changes.

This resource provides valuable perspectives on how to make a substantial impact and thrive in the face of changing work dynamics. The purpose of this framework is to advocate for enhanced work conditions and promote a higher standard of working lives worldwide.

The Profession Map contains multiple domains that are relevant to individuals employed in the Human Resources field (Table 2.1.3). These categories encompass purpose and values, fundamental knowledge, and core behaviours that are relevant to all Human Resource Professionals. Furthermore, there are elective domains that depend on functions, such as specialized expertise.

Table 2.1.3 Profession Map, Chartered Institute of Personnel and Development

Sl.No.	Core knowledge	Core behaviours	Specialist knowledge
1	People practice: Gaining a comprehensive understanding of the various people practices required to excel as a proficient people professional.	Ethical Practice: Establishing trust through demonstrating ethical conduct and consistently applying principles and values in decision-making.	Employee experience: Developing a comprehensive strategy that fosters employee involvement and empowers them to perform at their highest potential.
2	Culture and behaviour: Gaining insight into human behaviour and establishing an appropriate organisational culture.	Professional courage and influence: Demonstrating bravery in expressing one's opinions and adeptly persuading others to obtain their agreement.	Employee relations: Ensuring that the relationship between an organisation and its employees is effectively managed through transparent processes and in accordance with appropriate legal regulations.
3	Business Acumen: Gaining a comprehensive understanding of the organisation, the	Valuing People: Fostering a collective objective and facilitating the growth,	Equality, diversity and inclusion: Establishing inclusive environments that foster the growth and success of individuals.

	business environment, and the broader professional landscape.	voice, and welfare of individuals.	
4	Evidence-based practice: Utilising facts and data to generate insights, solve problems, foster idea development, and assess its impact.	Working inclusively: Engaging in cross-functional and inclusive collaboration to successfully attain favourable results.	Learning and development: Ensuring that workers with the requisite knowledge, skills, and experience to meet both individual and organisational needs and aspirations.
5	Technology and people: Comprehending the influence of technology on individuals in the workplace.	Commercial drive: Applying a business-oriented perspective, showcasing determination, and facilitating transformation to generate worth.	Organisation development and design: Designing organisational models, systems, and behaviour and culture to support strategy and performance.
6	Change: Gaining a comprehensive understanding of how to efficiently facilitate change.	Passion for learning: Exhibiting inquisitiveness and capitalising on chances to acquire knowledge,	People analytics: Utilising analytics to guide organisational decision-making.

		enhance skills, and improve and innovate.	
7		Insights focused: Engaging in inquiry and critically analysing evidence and ideas in order to gain profound understanding of the totality.	Resourcing: identifying, attracting, and hiring the ideal employees for the organisation.
8		Situational decision-making: Exercising sound judgement and practical reasoning to make appropriate decisions or choices that are tailored to the particular circumstances or context.	Reward: Developing compensation and benefits strategies that are in line with the present and future requirements of the organisation and market conditions.
9			Talent management: improving the realisation of potential through the identification,

			engagement, and strategic planning of talent.
10			Wellbeing: Developing a comprehensive strategy to enhance the overall well-being of employees in the workplace.

Source: CIPD (no date)

Table 2.1.3 is a comprehensive summary of the Profession Map developed by the Chartered Institute of Personnel and Development (CIPD). It outlines Core Knowledge, Core Behaviours, and Specialist Knowledge that are crucial for People Professionals to be effective in their roles. The variety of capabilities in Human Resources roles in contemporary organisations includes Ethical Practice, Professional Courage, Business Acumen, Evidence-based Practice, and Change Management, reflecting the complex nature of these responsibilities. This map is a useful tool for directing the growth and evaluation of Human Resources professionals. It highlights the significance of combining ethical principles, professional conduct, and specialised knowledge to promote organisational achievement and cultivate a favourable workplace environment.

2.1.4 Human Resources: Six Skills to Develop for Future Success

Sharlyn (2019) highlights the vital importance of Human Resource professionals in guiding organisations towards success. Human resource professionals dedicate significant resources to offering guidance on key factors for success, such as enhancing the candidate's experience, fostering positive employee journeys, creating an appealing

business culture, and other related elements. To create a high-quality organizations, it is essential to have a Human Resource department that effectively collaborates with the business to help achieve desired goals.

Undoubtedly, the competence of the Human Resource personnel has a substantial impact on the functioning of the workplace. An Human Resource team that is not meeting expectations may demonstrate shortcomings in their capacity to efficiently construct an optimal work environment. However, it is important to acknowledge that Human Resource professionals do not work alone.

In her blog Sharlyn (2019) presented a fresh perspective, on the domain of Human Resources and its role in establishing an ideal organisation that is in line with the objectives of senior executives, from the book titled "The CMO of People: Manage Employees Like Customers with an Immersive Predictable Experience that Drives Productivity and Performance, Walter de Gruyter GmbH & Co KG, by Navin and Creelman (2018, Cited in Sharlyn, 2019).

According to the blog, Navin and Creelman (2018, Cited in Sharlyn, 2019) highlight six crucial attributes (Table 2.1.4) that Human Resources professionals should prioritise in their quest for professional advancement and enhancement, through the chapter of the book delves into the subject of ‘Creating an Unconventional Human Resources Team’.

Table 2.1.4 Human Resources: Six Skills to Develop for Future Success

Sl.No.	Attributes	Description
1	Collaboration	Collaboration demonstrates a readiness to cooperate with others. Human Resources professionals have faced allegations of being overly restrictive and negative, leading

		to their exclusion from important company discussions. Although Human Resources may need to decline certain requests in order to safeguard the business, there are also instances where Human Resources has the ability to authorise laboratory access for conducting experiments or doing A/B tests to ascertain the most effective strategy.
2	Curiosity	Curiosity exhibits the capacity to acquire knowledge, investigate, and seek innovative resolutions that are acceptable to all parties involved. Navin and Creelman highlight that the term "creative" might occasionally evoke associations with artistic aptitude. Additionally, it might be linked to the act of evading regulations (in a negative manner). It is important to view curiosity as a beneficial quality that is centred on achieving success.
3	Data and technology savvy	Proficiency in data and technology is essential. In today's world, it is imperative for Human Resources professionals to possess a certain level of proficiency in technology and data analysis. While it is not necessary to possess computer programming skills, Human Resources departments that lack a technological component will fall behind. Workers are seeking contemporary work environments that align with their personal lifestyles.

4	Executive presence	According to the authors, executive presence refers to the ability to effectively communicate and tell stories in order to persuade critics. This talent is absolutely essential. Human Resources (HR) may generate exceptional ideas, yet without the support and acceptance of others, these ideas will not be implemented. Furthermore, it is imperative for Human Resources to maintain the support and financial backing of stakeholders in order to ensure that projects are fully supported and funded.
5	Risk-taking	Risk-taking entails the ability to identify favourable circumstances, being at ease with handling uncertainty, and possessing the discernment to terminate endeavours that are unsuccessful. The final segment of that sentence on the cessation of projects and programmes that are not functioning effectively is of utmost importance. Organisations that desire progress often require the alteration of their past.
6	Systems thinking	Systems thinking refers to the capacity to comprehend the interconnections and interactions among many components. Whether that be within a specific department or the entire organisation, Human Resources professionals must possess a comprehensive understanding of the organization's functioning. It is crucial for the successful process of recruiting, integrating new employees, acquiring knowledge,

		and strategizing. Furthermore, it plays a crucial role in persuading management to accept and support initiatives.

Source: Sharlyn (2019)

Table 2.1.4 presents six crucial capabilities for achieving success in Human Resources in the future. These abilities are Collaboration, Curiosity, Proficiency in Data and Technology, Executive Presence, Risk-Taking, and Systems Thinking. The table emphasizes the significance of Human Resources professionals possessing adaptability, proficiency in technology, and the ability to make strategic decisions. This framework is a great guide for Human Resources professionals who want to improve their skills and make a meaningful contribution to the success of their organisation in a changing workplace environment.

2.1.5 Nine Skills of the Future HR Professional

Styr and Bailie (2021) conducted a research in association with Insight222 Limited, a multinational company specialising in People Analytics and Digital Human Resource services and solutions, partnered with Pymetrics. The objective was to gather and analyse behavioural assessments from a sample of 266 highly accomplished Human Resource professionals, primarily at the Human Resource Manager level. The result produces a strong and unique behavioural profile of modern Human Resources professionals. Organisations can use this factual data, along with the suggestions given in the research paper, to improve the effectiveness of human resources practices in the digitalization era. Based on the previously mentioned important discoveries, it is clear that Human Resources experts have the ability to support an organization's continuous adjustment in the digital age. Additionally, the usage of behavioural data supports in the

development of effective learning experiences for Human Resource professionals. Furthermore, behavioural evaluations play a vital role in shaping organisational culture and preparing personnel for a future that is marked by digitization and data-driven practices. In light of these findings, Styr and Bailie (2021) has put up the concept of the Nine Skills of the Future Human Resources Professional (Table 2.1.5).

Table 2.1.5 Nine Skills of the Future HR Professional

Sl.No.	Attributes	Area
1	Analytical Thinking	Data Driven
2	Workforce Planning	
3	Data Analysis	
4	Human Centred Design	Experience Led
5	EX Implementation	
6	Digital Literacy	
7	Organisational Acumen	Business Focused
8	Stakeholder Management	
9	Storytelling	

Source: Styr and Bailie (2021, pp. 4-32)

Table 2.1.5 presents a comprehensive list of nine essential talents that future Human Resources professionals should possess. These skills encompass a wide range of abilities, including analytical thinking, workforce planning, digital literacy, and storytelling. Every talent is classified into specific areas such as ‘data-driven’, ‘experience-led’, and ‘business-focused’, emphasising the diverse and complex nature of Human Resources responsibilities in contemporary work environments. The table

provides a complete framework for Human Resources professionals to cultivate vital skills required for effectively navigating ever-changing organisational environments and spearheading strategic Human Resources endeavours.

2.1.6 Professional HR Competency Framework (T Shaped HR), AIHR.

Academy to Innovate HR (2023), is an internet-based educational platform that seeks to guarantee the long-term sustainability of Human Resources by offering top-notch programmes, has created a Competency Model to improve the capabilities of Human Resource Professionals. (Table 2.1.6). The Human Resource Competency Model for Human Resource Professionals strives to improve the pertinence of Human Resource professionals by fostering a broad basis of Human Resource competencies, with specific emphasis on forward-thinking talents.

Table 2.1.6 Professional HR Competency Framework

Sl.No.	Core HR Competencies	Dimensions
1	Business Acumen:	Interprets Context, Commercial Fluency, Understands Customers and Co-creates Strategy
2	Data Literacy:	Data Driven and Analytics Translation
3	Digital Agility:	Delivers Through Technology, Develops Digital Attitude and Drives Digital Adoption

4	People Advocacy:	Drives Culture and Wellbeing, Navigates Change, Champions Ethics and Mitigates Risks and Drives Sustainability
5	Delivers Impact:	Drives Results, Solves Problems and Engages People
Functional Competencies: Specialist Skills. Awareness and Attraction: Employer Branding, Talent Acquisition and Onboarding. People Experience and Culture: Performance, Total Rewards, Wellbeing & Health, Diversity, Equity, Inclusion & Belonging and Employee Experience. Business Transformation: Organizational Development, Change Management, Organizational Design and Workforce Planning. Talent Growth: Talent Management, Leadership Development, Learning & Development. Digital HR: People Analytics and HR Technology. People Operations: Compensation & Benefits, Employee Relations, Off-boarding, HR Policies & Procedures and Payroll.		
Leadership Skills. Sets Direction: Provides guidance, Communicates strategy & Clearly articulates success. Develops and Coaches: Provides Feedback, Listens without judgement and Facilitates and Guides action.		

Builds Trust: Consistently acts in a way that builds trust with team members, Builds trusting relationships, Creates an environment of safety and Acts in a consistent and fair manner. Leads with Empathy: Understands others' emotions, Listens without judgement and Acts with compassion etc. Manages Conflict: Knows when to compromise, Acts in a consistent and fair manner, and Acts diplomatically. Inspires and Motivates: Seeks feedback, Admits mistakes, Reflects on own behaviour, and Applies insight to future action. Self-Aware: Seeks feedback, Admits mistakes, Reflects on own behaviour, Applies insight to future action

Source: Academy to Innovate HR (2023)

Table 2.1.6 displays a thorough Professional Human Resources Competency Framework. It outlines the fundamental Human Resources abilities, functional competencies, and leadership skills that are crucial for Human Resources practitioners. The requisite skill set encompasses a diverse array of competencies, including Business Acumen, Data Literacy, Digital Agility, People Advocacy, Delivering Impact, and specialised expertise in areas such as Awareness and Attraction, Employee Experience and culture, business transformation, talent development, digital HR, and People Operations. This framework offers a comprehensive roadmap for Human Resources professionals to cultivate vital skills and competencies necessary for successfully navigating intricate organisational obstacles, spearheading strategic endeavours, and proficiently overseeing Human Resources operations with empathy, trust, and self-awareness.

2.1.7 Top 5 Priorities for HR Leaders in 2023

Gartner (2023) conducted a poll to ascertain the top five Human Resources skills (Table 11) that Human Resources leaders expect to be essential, along with the anticipated barriers they would encounter in the year 2023. The poll included a sample size of more than 800 Human Resources (HR) Leaders from 60 different countries.

Table 2.1.7 Top 5 Priorities for HR Leaders in 2023

Sl.No.	Attributes	New imperative	Description
1	Leader and Manager Effectiveness	The Human-Centric Leader: In the workplace, the interaction between individuals necessitates leaders to demonstrate human-centric leadership, which is characterised by authenticity, empathy, and adaptivity. These characteristics have long been included in the list of essential qualities of exceptional leaders, although they were previously regarded as desirable but not necessary. Modern employees have a strong expectation for them.	Authentic: Take deliberate action and empower both themselves and their colleagues to authentically express their genuine selves. Empathetic: Demonstrate authentic care, reverence, and consideration for the well-being of employees. Adaptive: Provide adaptable and customised assistance

			to accommodate the unique needs of team members.
2	Organizational Design and Change Management	Adopt an Open-Source Change Strategy. Chief Human Resources Officers (CHROs) have the ability to reduce change fatigue and provide assistance to employees during times of uncertainty by implementing an open source change strategy. This approach is less rigid and authoritarian compared to top-down methods, and instead encourages collaboration by incorporating employees in the decision-making process rather than merely informing them of what will occur.	Set the Strategy and Define the Vision Execution of the plan, ensure effective communication and long-term sustaining the change.
3	Employee Experience	Three Key Career Growth Moments. The current fractures in the job market have necessitated new career imperatives for Human	Career opportunities to experience career options for greater understanding.

		Resources, resulting in a transformation of the traditional Human Resources strategy to managing career progression opportunities.	Provide and demonstrate various instances to colleagues on the multitude of paths for career advancement. Provide platforms for impartial introspection to cultivate optimal professional paths.
4	Recruiting	Leading in a Volatile Labor Market. Three ways for enhancing recruitment effectiveness are utilising labour market data to identify available talent from untapped sources, establishing a fair internal labour market, and creating onboarding programmes that foster new hire engagement by fostering emotional closeness.	Build an intelligence-based sourcing capability. Establish a fair and just internal labour market. Create an onboarding process specifically designed to enhance user engagement.
5	Future of Work	Match Your Planning to Today's Reality.	Evaluating activities and workflows to anticipate imminent

		Instead of making assumptions about our ability to forecast future skill requirements, acquire sufficient talent, address future shortages through acquiring and development, and control the timing and location of employee activity, we must adopt a fresh perspective that enables the implementation of innovative initiatives.	changes in critical work. Reallocating duties strategically within your organisation to introduce flexibility and enhance resilience. Engaging in the exploration of innovative sourcing models. Enabling both sides to accomplish their intended methods of operation.

Source: Gartner (2023, pp. 1-20).

Table 2.1.7 presents the most important concern for Human Resources leaders in 2023. These priorities encompass several areas such as enhancing the performance of leaders and managers, as well as addressing the future of work. Every goal is supported with a fresh imperative and a comprehensive description, providing practical ways for Human Resources Professionals to effectively handle modern workplace difficulties. This table offers significant ideas for Human Resources professionals who aspire to achieve organisational success in the face of changing workplace dynamics. It covers topics such as promoting leadership that focuses on human needs, implementing open-source change

strategy for change, improving employee experience, and rethinking recruitment in a volatile labour market.

2.1.8 Global Human Capital Trends 2023

According to Durme *et al*. (2023), over the past century, our society has mostly been defined by a mechanistic view of work. The fundamental immutability of work enables the existence of repetitious activities, a clear arrangement of tasks, and well-defined job duties. Transformation programmes aim to accomplish cost optimisation and productivity enhancement by using faster and more efficient methods to achieve similar results. The credibility of these methods has been questioned in recent years due to the occurrence of remarkable discontinuity and transformation in companies and among employees.

There is a changing pattern in the hierarchical organisation of work boundaries. The organisation can offer a structured framework for work, outlining explicit procedures. Employment positions can be efficiently categorised and integrated within the hierarchical framework of an organisation. Work is predominantly limited to the physical workplace, and decision-making can be influenced by the concerns of shareholders and financial performance. Organisations are currently venturing into unexplored territory as they deviate from conventional boundaries that maintained structure and order, from an organisational standpoint. Instead, they are now authorised to conduct experiments, initiate new projects, and foster creativity in order to establish innovative fundamental concepts. The interactions between workers and organisations are changing, leading to more chances for collaboration and co-creation.

The survey by Deloitte Global conducted in the year 2023 revealed that 10,000 participants from 105 countries identified the significant obstacle to achieving organisational goals as the complex and simultaneous changes occurring (Table 12).

However, the elimination of boundaries offers new prospects for businesses and individuals who are prepared to adjust their strategies.

This suggests a deviation from the traditional method of responding to market indicators by implementing inventive tactics that challenge established classifications and restrictions. Organisations and employees must conduct a comprehensive analysis of current assumptions and adopt a new set of principles to successfully navigate a dynamic and interconnected global environment, rather than the stable and fragmented one that is becoming obsolete.

Furthermore Durme *et al*. (2023) emphasised that the organisations and employees must adopt a researcher's perspective when developing business strategy and workforce plans in order to apply these new ideas. This involves embracing each new obstacle as a thought-provoking experiment that can lead to significant insights, changes, and improvements. Promoting collaboration between organisations and workers is recommended to foster their relationship, pursue developing goals, foster innovation, and actively engage in creative activities. To emphasise human outcomes and establish strategies based around humans, it is crucial for both organisations and individuals to utilise impact-driven design techniques. This approach acknowledges the proactive participation of individuals in the development and implementation of initiatives, while prioritising the welfare and requirements of each individual.

Table 2.1.8 2023 Global Human Capital Trends

Sl.No.	Attributes	Description
1.	Framing the challenge: Think like a researcher.	Navigating the end of jobs: Skills have taken over jobs as the fundamental factor for aligning workers with employment.

	Organisations and people should cultivate their inquisitiveness, embracing each decision as an experiment that will accelerate the desired outcome and produce fresh perspectives.	Powering Human Impact with Technology: Technology enhances productivity and improves human performance in the workplace. Activating the Future of the Workplace: The workplace is transforming into a factor that directly influences the work being done.
2.	Charting a new path: Cocreate the relationship. Organisations and workers must collaborate to adapt to this emerging environment, jointly establishing new regulations, new boundaries, and a new dynamic.	Negotiating Worker Data: Organisations and workers compete for authority over worker data instead of prioritising mutual advantages. Harnessing Worker Agency: Organisations enhance their value and cultivate stronger relationships with workers by embracing the expanding impact of workers. Unlocking the Workforce Ecosystem: Eliminating conventional job classifications allows for the utilisation of a genuine workforce ecosystem, which in turn enables the acquiring of essential skills and the realisation of worker potential.

3.	Designing for impact: Give priority to the results that directly affect human well-being. Organisations should strive to generate positive effects not merely for their business, employees, or shareholders, but also for the wider society.	Taking Bold Action for Equitable Outcomes: The DEI (Diversity, Equity Inclusion) discourse transitions from focusing on activities to emphasising outcomes. Advancing the Human Element of Sustainability: Organisations are increasingly prioritising human sustainability in their sustainability plans. Elevating the Focus on Human Risk: Adjusting the aperture and replacing the lens pose a potential risk of shifting the attention towards the human element.

Source: Durme *et al.* (2023, pp. 3-72).

Table 2.1.8 displays the 2023 Global Human Capital Trends, which emphasise the new principles for a world without boundaries. The table highlights important characteristics such as defining the solution with new insights, creating a novel approach, and creating a significant effect. It emphasises the significance of curiosity, collaboration, and prioritising human results in adapting to the changing work environment. This table provides significant insights for organisations and individuals who want to adjust to the evolving dynamics of the workplace. It emphasises the importance of adopting technology, promoting collaborative partnerships, and achieving fair outcomes for all parties involved.

2.1.9 The Future of HR in the New Reality

KPMG (2020) conducted a poll that collected perspectives from 1,300 Human Resources Executives who were dealing with the uncertainties caused by COVID-19. Human Resources leaders have not previously faced a leadership challenge of this kind. The survey results indicate substantial changes in conditions, necessitating a reevaluation of the Human Resources function. The rapid onset of the COVID-19 pandemic and the subsequent implementation of widespread remote work have significantly enhanced the significance and value of the Human Resources (HR) function in organisations. More than 80% of Chief Executive Officers acknowledge that the Human Resources Department has taken on a significant role in addressing the challenges posed by the COVID-19 epidemic. The executive leadership, sometimes referred to as the C-suite, relied on the Human Resources Department to effectively deploy the workforce during the vital and chaotic period resulting from the outbreak. The genuine possibility for enduring value is in enhancing performance throughout the company by optimising the use of human resources, data, and technology.

Furthermore KPMG (2020) emphasised in the report, titled ‘The Future of HR’, that the necessity for Human Resources services to create long-lasting corporate value by cultivating a workforce that is capable of efficiently competing in an era characterised by digital progress. To achieve digital transformation, an organisation must build a new Human Resources role that is defined by improved connectivity, the fostering of an innovative culture, and the enablement of new forms of cooperation. A specific group of Human Resources (HR) executives, known as the Pathfinders in the KPMG research, have found a way to create a connection and take on the role of true value drivers.

The following areas (Table 2.1.9) demonstrate their actions and exceptional levels of performance.

Table 2.1.9 The Future of HR in the New Reality

Sl.No.	Attributes	Description
1.	Purpose and digital mindset	Organisational purpose and digital mindset are frequently regarded as distinct domains that need to be tackled independently. However, in highly successful businesses, the digital mindset establishes a strong connection between the fundamental purpose and the environmental, social, and governance (ESG) agendas. This connection creates a robust framework that utilises real-time analytics and behavioural economics to influence behaviour and ensure that the organisation stays on course to achieve its objectives.
2.	Workforce insights and analytics	During the initial phases of implementation, workforce insights and analytics offer precise data on the current state of many aspects of the workforce. However, in a more advanced phase, analytics can establish a connection between data about individuals and the results of a business, allowing for

		innovative methods of quantifying and overseeing productivity, as well as making more precise predictions about future requirements.
3.	Workforce shaping	Workforce shaping primarily involves defining critical skills and positions, frequently in isolation from the broader corporate plan. In order to become Pathfinders, Human Resources organisations should strive to adopt a "Total Workforce" model that integrates workforce shaping with business insights, employee experience design, and agile workforce management.
4	Workplace and experience	Businesses can initiate the process of achieving an exceptional employee experience by pinpointing critical times for various employee categories and designing genuine experiences that cater to their requirements. It is essential that the employee experience aligns with and strengthens the organisational culture and mission, resulting in high levels of engagement across all employees.

5	Enabling technology	Human Resources organisations often face obstacles due to the presence of diverse software, systems, and technologies that rely significantly on manual involvement. Businesses should shift towards an ecosystem of applications that integrate data from many parts of the organisation. This will allow for increased flexibility and better-informed decision-making. In addition, HR departments should aim to automate a significant chunk of their administrative work, such as utilising chatbots. This will allow them to dedicate more time and attention to activities that provide value.
6	HR organization of the future	Instead of using a "inside-out" approach that focuses on enforcing policies, the Human Resources function of the future will adopt an "outside-in" model that eliminates the barriers between Human Resources and the rest of the organisation. Within this emerging paradigm, the Human Resources department has mechanised the more clerical responsibilities and is leveraging strategic

		knowledge to consistently revolutionise the employee journey while fostering the broader mission and ethos of the company.

Source: KPMG (2020, p. 18)

Table 2.1.9 outlines the future of Human Resources in the current situation, with a specific emphasis on important characteristics such as purpose and digital mindset, workforce insights and analytics, workforce shaping, workplace and experience, enabling technology, and the HR organisation of the future. The focus is on integrating the organisational purpose with a digital mindset, advancing workforce analytics to foresee future demands. This comprehensive approach offers significant insights for Human Resources Professionals who wish to manage the evolving work environment. It highlights the significance of genuine employee experiences, enabling technologies, and Human Resources approach that is focused on external factors and linked with organisational goals and culture.

2.1.10 The Way We Work – in 2025 and Beyond

Donkor *et al.* (2017) authored the study, titled 'The way we work – in 2025 and beyond', conducted in association with PricewaterhouseCoopers International Limited forecasted significant changes in the field of employment after the year 2025. The research aimed to provide essential insights to Human Resources (HR) personnel, enabling them to effectively address forthcoming big changes in a proactive manner. This study discovered significant patterns in six domains of human resources and made projections for the potential appearance of the workplace in the future. This study encompasses a diverse array of domestic and foreign businesses of varying scales situated

in Switzerland, encompassing a multitude of industries. The study covers a wide range of viewpoints by incorporating thoughts from more than 200 Human Resources professionals, including renowned worldwide Human Resources leaders and corporate executives. The following are the six domains of human resources that can forecast the potential appearance of the workplace in the future (Table 2.1.10).

Table 2.1.10 The Way We Work – in 2025 and beyond

Sl.No.	Attributes	Description
1.	Future of work and digitization	The process of digitisation and automation is expected to render approximately 20 to 30% of work positions obsolete during the upcoming 5 to 10 years. However, a mere 16% of organisations express confidence in their preparedness for this impending transformation. The workforce and working practises will be significantly influenced by demographic shifts.
2.	Talent management	The market has witnessed significant changes, including the augmentation of workplace flexibility, the opportunity to customise job roles, the provision of continuous and transparent feedback, and the emergence of varied career patterns. According to the survey findings, a significant proportion of respondents, specifically 49%, have the belief that individuals will engage in concurrent employment with

		many employers in the forthcoming period. The task faced by human resources (HR) will be to effectively and efficiently navigate the complexities of managing a diversified career environment.
3.	Compensation and benefits	Lifestyle incentives, such as the option to work remotely and flexible scheduling, are expected to assume significance in the future. Additionally, there will likely be a transition from individual-based to team-based and organisational performance-based bonus structures. According to the survey, half of the participants from the financial sector expressed the belief that bonuses will diminish in significance within their respective industry.
4	Mobility	The significance of global mobility is expected to increase, especially for major corporations that employ over 100,000 individuals. The allocation of tasks will transition towards short-term projects with durations ranging from three months to one year. The phenomenon of cross-border commuting, wherein individuals reside in one country while working in another, is expected to witness a notable increase in the future. There is a notable trend in the

		contemporary business landscape where employee mobility among various organisations is rapidly increasing. This phenomenon entails organisations engaging in the temporary exchange of talent.
5	HR Organisation	The field of human resources (HR) is expected to undergo a complete digital transformation, encompassing not only the adoption of digital apps and technologies, but also the utilisation of big data for gaining insights into the workforce, enhancing employees' digital competencies, and fostering the creation of novel business models. Human resources (HR) departments often engage in collaborative partnerships with external organisations as part of a broader network. These partnerships serve many purposes, such as facilitating the recruitment process and facilitating the exchange of skilled personnel across organisations. According to a survey, a significant majority of 81% believe that the field of Human Resources (HR) would align with the prevailing pattern of evolving into a centre of excellence, while transactional tasks will be either outsourced or conducted overseas.

6	Culture and change	The process of digitisation is widely regarded as the primary catalyst for cultural transformation. Hence, it is imperative that employees possess agility and a propensity to adapt to change. The cultivation of a robust and captivating organisational culture will serve as a distinguishing and unique element in effectively engaging and retaining personnel, especially for organisations that engage in employee sharing within their networks.

Source: Donkor *et al* (2017, pp 3-29)

Table 2.1.10 offers information about the future of work beyond 2025. It specifically examines important aspects such as the impact of digitization on work, talent management, compensation and benefits, mobility, Human Resources organisation, and culture and change. The table emphasises the upcoming changes caused by digitization and automation, the rise of various career paths, the use of lifestyle incentives as part of compensation, the growing ability to work globally, the digital transformation of Human Resources, and the significance of developing a strong organisational culture in the face of rapid change. The table provides vital insight for organisations and Human Resources professionals to adjust to the changing work environment. It highlights the importance of agility, creativity, and a people-focused strategy in order to succeed in the future workplace.

2.1.11 Reimagining HR: Insights from People Leaders

According to Blumenfeld *et al*. (2022), the role of Human Resources in helping organisations in their reaction to the COVID-19 outbreak was crucial. Chief Human Resources Officers expect that this influence will persist. Blumenfeld *et al*. (2022) authored the study, titled 'Reimagining HR: Insights from People Leaders', conducted in association with McKinsey & Company interviewed with more than 80 Chief Human Resources Officers (CHROs) from important organisations in the United States and Europe in the year 2022.

The study's findings suggest that over 90 percent of participants expect significant changes to the Human Resources (HR) operating paradigm in the next two to three years. The field of Human Resources in many organizations is currently facing a challenging situation, as it is caught between its historic role as a support function and its developing role as a strategic partner. The Human Resources function has been continuously evolving in terms of its structure and purpose for a significant duration. Nevertheless, the demands brought about by the pandemic have greatly accelerated this procedure. The Chief Human Resources Officers (CHROs) have identified and prioritised certain transformation measures to handle significant future developments (Table: 2.1.11).

Table 2.1.11 Reimagining HR: Insights from People Leaders

Sl.No.	Attributes	Description
1.	Elevating HR through digitalization	Developing specialised knowledge in digitalization and utilising robotic process automation and mobile self-services to enhance the quality of delivery.

2.	Enabling agility and fluidity	Developing novel operating frameworks and inter-company responsibilities, transitioning away from the conventional three-tier (Business Partners, Shared Services, and Centres of Excellence) paradigm.
3.	Refocusing the business partners	The objective is to direct business partners towards providing guidance to senior management and transforming centres of excellence and expert business partners into agile teams.
4	Creating HR practice groups	Addressing targeted, interdepartmental Human Resources objectives comprehensively, eliminating the typical distinction between strategic and operational duties.
5	Organizing around the employee experience	Concentrating on the crucial occasions for employees and allocating resources accordingly.
6	Virtualizing Centres of Excellence and Centres of Competence	Human Resources business partners are assigned a dual duty, which involves providing help to certain sectors of the business while also possessing a functional specialisation that encompasses both HR and the organisation as a whole.
7	Putting the business in the driver's seat	Transferring the authority and accountability for tasks like hiring and evaluating performance to line managers.

Source: Blumenfeld *et al*. (2022, p. 3)

Table 2.1.11 offers information on transforming Human Resources from the perspective of people leaders. It highlights important qualities such as enhancing Human Resources through digitalization, facilitating adaptability and flexibility, and redirecting the emphasis of business partners. The table highlights the significance of establishing Human Resources practice groups, structuring them based on the employee experience, virtualizing Centres of Excellence, and empowering the company to take charge in order to enhance organisational effectiveness and responsiveness. This table provides essential tactics for Human Resources professionals to adjust to shifting dynamics, utilise digital resources, and improve employee satisfaction in order to promote organisational triumph in a changing environment.

2.1.12 Prioritizations in a multifaceted people agenda: Nordic HR Survey

Ernst &Young (2022), a British multinational professional services partnership based in London, England, undertook a survey called 'The Nordic HR Survey' in partnership with the Nordic HR associations (HR Norge, Mannauður, HENRY, NOCA, and Sveriges HR Förening). The objective of this survey was to analyse trends within the domains of organisations and Human Resources. The role of Human Resources has evolved. Human Resources has evolved from a transactional support position to a strategic partner essential for fostering dynamic adaptation and growth.

The survey has identified and given priority to the following areas (Table 2.1.12) of Human Resources functions in order to establish itself as a significant strategic partner for the entire organization.

Table 2.1.12 Prioritizations in a multifaceted people agenda: Nordic HR Survey

Sl.No.	Attributes	Description
1.	Recruiting	Due to the pandemic, organisations have established hybrid work arrangements as a permanent solution and are now concentrating on recruitment to address their competence deficiencies. Improvisation in recruitment attempts refers to the act of spontaneously adapting and innovating in the process of hiring new employees. This practice is particularly beneficial in organisations that prioritise the enhancement of cross-functional collaboration and worldwide teamwork. Emphasising recruitment as a crucial competency, which becomes especially pertinent when organizations extend their worldwide reach. The Human Resources department is presently investing substantial time and resources to recruitment with the purpose of reinforcing their position as a strategic partner within the companies. Therefore, possessing expertise in global and strategic recruitment is essential for every Human Resources Professional.
2.	Upskilling	Talent Guard (2024) describing that the Reskilling and upskilling are essential for individuals and organisations to maintain competitiveness as the demand for new competencies increases. By the year 2025, there is a possibility that as many as 85 million jobs could be replaced due to a change in the way work is divided between robots and people. It is anticipated that 97 million new jobs will be created due to technical

		developments and continuous digital transformation. Human Resource Professionals must be prepared for reskilling and upskilling, and possess the capability to guide the organization's and its personnel's reskilling and upskilling initiatives.
3.	Improving the analytics	The scope of analytics transcends beyond workforce analytics and includes multiple areas including as performance, benefits, talent, travel, expenses, communication, and learning etc. Therefore, the Human Resources Professional must possess the required ability to apply various tools for data analytics.
4	Implementing new HR-technology	Dondo (2024) described that technology is a prominent and pervasive phenomenon in most organisations, influencing both their strategic direction and their skill sets. In order to maintain their position and remain relevant and valuable, Human Resources Professional need to align themselves with the organisations they serve. In order to achieve the objectives of Human Resources technology initiatives, such as improving efficiency and optimising workflows, it is crucial to enable more strategic work. A Human Resources Professional should possess the requisite Human Resources Technology competence to effectively handle this situation.
5	Automation in order to streamline	The tactical domains, including Human Resources analytics, recruitment, talent management, Human Resources systems, employee diversity, and health, safety, and environment, possess a shorter time frame compared to the

	personnel administration	strategic areas. Nevertheless, it is not sufficiently brief to allow for daily planning. Nonetheless, tactical sectors are primarily focused at the top of the priority hierarchy. The operational domains, encompassing onboarding, internal communication, performance management, resource management, Human Resources policy, compensation and benefits, payroll, and offboarding, consist of tasks of reduced complexity that are more suitable to automation, routine processes, and enhanced efficiency. These responsibilities should not unnecessarily waste time and resources. Therefore, the Human Resources Professional must have the ability to assess and identify procedures suitable for automation.
6	Being more involved in other parts of the organization	It is imperative for Human Resources Professionals to possess the requisite competencies to sustain their roles and remain relevant and advantageous in the future. Human Resources professionals must exhibit a high degree of expertise to maintain relevance and efficiently utilise their newly acquired roles resulting from the pandemic. To establish itself as a significant strategic partner for the entire organisation, Human Resources Professionals takes the initiative to actively engage in all aspects of the organisation. Increased involvement in various organisational departments will enable Human Resource Professionals to gain insight into competency deficiencies within the critical areas necessary for the

		organization's success. This ability is a crucial skill that Human Resource Professionals will need in the future.
7	Improving knowledge of core business	It is crucial for Human Resources Professionals to enhance their expertise in essential business operations in order to remain relevant in the changing post-pandemic environment. Given their increased strategic significance, Human Resources professionals must actively collaborate with different divisions within the organisation. Through this engagement, they are able to recognise significant deficiencies in skills that are essential for achieving organisational success. Human Resource professionals play an active role in cross-functional projects, providing useful insights to address capability gaps in important areas. This proactive strategy not only enhances their position but also synchronises them with wider organisational objectives. With the evolution of businesses, Human Resource professionals that possess advanced skills are more capable of effectively leading their organisations through various problems. Enhancing understanding of fundamental business operations is not only essential for Human Resources professionals, but also a strategic necessity to ensure their efficacy and significance in the future. This will cultivate a culture of ongoing enhancement in a dynamic business setting.

8	Increasing focus on and knowledge related to sustainability	Dumont *et al.* (2017) described that, sustainability is a crucial determinant for future progress and should be incorporated into the strategic plans of organisations. Ridhi and Neha (2015) pointed out that, given the swift escalation of climate change and the consequent urgent requirement for action, it is unsurprising that sustainability is a top priority for the majority of organisations. For organisations to attain true sustainability, it is essential that its members adopt sustainable behaviours and practices. The Human Resources department may play a crucial role in this matter. The Human Resources department can substantially impact the attainment of the organization's sustainability objectives. Green Human Resources practices impact the environmental behaviour of the organisation through both formal and informal actions. The notion of Green Human Resource Management has been gaining momentum in recent years. Environmental sustainability in organisations can be achieved by the implementation of Human Resources Management policies that aim to efficiently utilise resources and support the overall cause of environmental sustainability.
9	Dedicating specific resources	The operational domains of Human Resources, encompassing onboarding, internal communication, performance management, resource management, HR policy, compensation and benefits, payroll, and offboarding, consist of tasks with lower complexity that are suited to automation, standardisation,

		and optimisation. These tasks should ideally not consume excessive time and resources. The Human Resources function has a longstanding history of being utilised for operational and administrative functions within organisations. Human Resource Professionals must possess the skill of prioritisation, to contribute value to organisations by effectively addressing administrative difficulties and serving as a support system for other tasks. To tackle developing strategic difficulties, Human Resource Professionals can effectively address these tasks by giving them priority. Human Resources Professionals must possess the capacity to prioritise in order to allocate the necessary resources for executing strategic projects.
10	Reskilling	As Talent Guard (2024) mentioned, reskilling is a crucial measure for bridging the capability gap. This could be attributed to the negative connotations of reskilling, which stem from the underlying notion that an employee's current skill set is no longer advantageous to the organisation. Upskilling can be seen in a positive light as a process of enhancing existing skills or knowledge. Human Resource Professionals should adopt the role of facilitators for Reskilling/Upskilling and foster a mindset that encourages Reskilling/Upskilling.

Source: Ernst &Young (2022, p. 29)

Table 2.1.12 presents a comprehensive people agenda, emphasizing important aspects like recruitment, enhancing skills, enhancing data analysis, adopting new Human Resources technology, and automation. The table highlights the significance of Human Resources professionals having proficiency in global recruitment, strategic upskilling, data analytics, Human Resources technology, process automation, and strategic prioritization in order to successfully navigate the changing environment and contribute to the success of the organization. It underscores the necessity of aligning Human Resources strategies with organisational objectives, enhancing employees competencies, using technology, and promoting sustainability to address the evolving requirements of the post-pandemic scenario.

2.1.13 Top 3 Strategic Priorities for Chief HR Officers Leadership Vision for 2024

Gartner (2024) emphasized in the report titled ‘The Model of World Class CHRO’, that achieving success in the ever-changing corporate environment depends on various key pillars. Human Resources Professionals play a crucial role in setting the organization's direction as the leader of human capital and culture for the Board and Chief Executive Officers. This entails planning and facilitating the succession of Chief Executive Officers and Chief level executives, as well as securing top personnel and capabilities for key positions. Integrating Diversity, Equity, and Inclusion (DEI) into the talent and culture strategy is crucial for promoting innovation and inclusivity.

Furthermore Gartner (2024) described that in order to succeed in a constantly changing talent environment, organisations need to offer an attractive employee value proposition to attract and retain top people. Developing organisational agility and resilience is crucial for handling uncertainties. Stay ahead of the curve by proactively

addressing external trends and ensuring organisational measures are in line with stakeholder expectations.

As a Trusted Advisor and Coach, Human Resources Professionals, should advise and coach the CEOs (Chief Executive Officers) and senior team to enhance effectiveness. Human Resources Professionals should prioritise coaching and developing essential enterprise talent to guarantee a continuous supply of future leaders. It is essential to incorporate organisational mechanisms to maintain change in order to propel strategic initiatives across the entire firm. The organizations to prioritise the workforce as a main stakeholder in conjunction with Business Strategy Development. This guarantees that the solutions are both financially prudent and mindful of the human factor. By instilling culture and purpose across the organisation, the organizations to create an environment where each person feels appreciated and empowered to contribute to overall success.

The World Class CHRO concept by Gartner (2024) has proposed a Competency model for HR Professionals (Table 2.1.13).

Table 2.1.13 HR Professionals Competency Model.

Sl.No.	Attributes	Description
1.	Business Acumen	Expertise in the field of industry Organisational knowledge Financial literacy
2.	Strategic Consulting	Consultation for Problem-Solving Management of Projects and Risks
3.	Relationship Management	Working together and establishing connections with others. Ability to convince and influence others to adopt a certain viewpoint or take a specific action.

4	Data Judgment	Foundations of Data Data analysis Using data to convey a narrative or tell a story.
5	Talent Management	Proficiency in Strategic Human Resources. Managing and improving the overall experience of employees. Change Management. Technological proficiency.
6	Agility	Developing a mindset focused on growth and embracing innovation and iteration.

Source: Gartner (2024, p. 24)

The Human Resources Professionals Competency Model, presented in Table 2.1.13, outlines the crucial traits that Human Resources professionals should possess, which include business acumen, strategic consulting, relationship management, data judgement, talent management, and agility. These competencies include a diverse set of abilities, such as expertise in the sector and organisation, the ability to solve problems through consultation, cooperation, interpreting data, managing change, and fostering innovation. These capabilities are essential for effectively navigating the ever-changing field of Human Resources. The model highlights the significance of Human Resources professionals having a wide range of skills in order to make a valuable contribution to the success of an organisation. This may be achieved by utilising strategic insights, promoting collaborative connections, and facilitating innovation and change.

2.1.14 Top 5 Priorities for HR Leaders in 2024.

Gartner (2024) conducted a study of over 500 Human Resources leaders from 40 countries and various businesses to determine their main objectives and problems for the year 2024. A significant majority of respondents identified leader and manager development as their top priority. Additionally, Human Resources leaders will also give high importance to organisational culture, HR technology, change management, and career management and internal mobility.

Table 2.1.13 Top 5 Priorities for HR Leaders in 2024.

Sl.No.	Attributes	New imperative	Description
1	Leader and Manager Development	Leading organisations have acknowledged that solely investing in conventional manager development programs is insufficient. Enhancing building managers' proficiency in essential skills fails to tackle the fundamental problem – the managerial role has become unmanageable.	Many organisations endeavour to assist managers by offering enhanced skill development programs, innovative tools and technology to increase productivity, and more comprehensive well-being initiatives. Despite considerable investments, a notable 50% of employees lack confidence in their manager's ability to effectively lead their team

			to success over the next two years.
2	Organizational Culture	Top organisations emphasise cultural connections by enabling employees to interact with the culture irrespective of their location, nurturing an emotional connection, and equipping teams to develop vibrant and flourishing microcultures. Organisations may foster a strong culture that enhances employee engagement, increases productivity, and nurtures a sense of connection and purpose by prioritising these elements.	Reduced in-person interactions, diminished office presence, and contracting staff networks have disrupted the conventional cultural experience. For culture to flourish in a hybrid setting, leaders must diligently work to align and forge relationships between personnel and the culture. Alignment and connectivity function similar to the left and right hemispheres of the brain — analytical and emotional. Both elements affect the impact of culture on results, including performance and retention. The state of connectivity is adversely affected in a

			hybrid environment unless intentional measures are implemented to promote it.
3	HR Technology	Human Resources Leaders have the ability to construct an Human Resources technology stack that is prepared for the future by utilising a framework to evaluate the use of technology and addressing important issues to direct the strategy and plan for adoption.	HR leaders are required to oversee a growing and complex technology portfolio while meeting the ongoing need from Human Resources and business leaders for more adaptability and versatility in order to navigate a constantly evolving landscape. There is a growing excitement surrounding Artificial Intelligence, particularly generative Artificial Intelligence, as a means to enhance productivity. However, Human Resources departments have not been adequately prepared to adopt and utilise this

			technology. The presence of uncertain labour and economic conditions increases the need to adopt innovations that facilitate a flexible Human Resources strategy. Simultaneously, there is a growing need for improved employee experience and work design that prioritises human needs. Human Resources leaders require an evaluation methodology to determine which Human Resources technology to implement, given the numerous available options.
4	Change Management	Data indicates that merely fifty percent of organisational reforms achieve success. The conventional formula for	Employees are undergoing an overwhelming degree of change due to the continuous and cumulative nature of transitions.

		managing change, "communication x training," is vital; nevertheless, it does not adequately address the management of change fatigue. Organisations must proactively anticipate change fatigue concerns and incorporate tiredness management into their strategy to facilitate successful transformation.	Despite the detrimental effects of change fatigue on employee well-being and productivity, hardly 8% of respondents demonstrate confidence in a method to properly address and alleviate it. The persistent fatigue from continual change adversely impacts employee well-being and can lead to significant detrimental effects on critical organisational outcomes.
5	Career Management and Internal Mobility	Dynamic organisations adopt an adaptive approach to career pathing by segmenting work into brief cycles and regular iterations. Adaptive career designs offer resources that enable employees to gain experience, rather than only supplying career	Traditional career charts are inadequate in meeting the evolving demands of businesses and the aspirations of employees. Obsolete career trajectories render employees uncertain about advancing inside their current organisations.

		information. This enables employees to enhance their confidence regarding career decisions, resulting in improved talent outcomes.	The addition of increasing turnover rates to an already hypercompetitive labour market worsens the uncertainty encountered by Human Resources professionals in facilitating employee career progression.

Source: Gartner (2024, pp. 4-18)

Table 2.1.14 outlines the five paramount areas of focus for Human Resources Professionals in 2024. The objectives encompass the cultivation of leaders and managers, the enhancement of a positive organisational culture, the use of Human Resources technology, the proficient management of change, and the advancement of career management and internal mobility. These goals highlight the changing nature of Human Resources, emphasising the importance of constantly adapting to handle difficulties such as managing fatigue from frequent changes, promoting a strong organisational culture of hybrid work environments, and utilising technology to develop Human Resources strategies that are prepared for the future. Human Resources professionals are to identify and allocate resources towards the development of leaders, embrace change management that is guided by data, and use flexible career management strategies in order to effectively traverse the intricacies of contemporary workplaces and promote the growth and engagement of employees.

2.2 Organizational Success

According to Williams (2020) organisational success has been described as the achievement of predefined goals by an organisation while considering the needs of both its internal and external stakeholders.

Organizational Success: 10 Proven Ways to Transform Your Business (2022) emphasized that the organisational success entails efficiently accomplishing objectives that fulfil the organization's mission.

2.3 Traditional: Organizational Success

According to Sahota (2022) traditional publicly traded organizations have a limited notion of success. Their focus may be is on the profit of running quarter.

Financial value in its pure form is also important. Transforming deficits into gains and generating monetary worth in previously nonexistent areas can be extremely gratifying. According to Kakabadse (2015, p. 3), “Clearly, companies need to make money to survive and provide value more generally”. However, that is not the ultimate goal for most organisations. Ford (no date) stated that "A business that makes nothing but money is a poor kind of business."

2.4 Sustainability in organizational Success

Cote (2021) stated that, traditionally, the primary aim of organisations has been to make profit. Currently, the world is complex, and the goals of organisations have transformed. Leaders and purpose-driven professionals are progressively emphasising ethical, philanthropic and environmental responsibilities in conjunction with economic ones. These contributions to the collective welfare constitute corporate social responsibility (CSR) and exemplify an organization's obligations in enhancing the world.

Sustainability has emerged as a vital element in corporate operations and their societal influence. Business sustainability refers to the impact a company exerts on the environment and its local and global communities. A sustainable corporation aims to enhance or at least not degrade the environment or the rights, health, and well-being of the people in its community.

According to Cote (2021), In order to prioritise these objectives in strategic planning, many sustainable organisations choose to monitor their progress using the triple bottom line, compared to the traditional bottom line.

Cote (2021) furthermore emphasized that, The Triple Bottom Line and Environmental, Social, and Governance (ESG) Factors are crucial elements for achieving sustainability in an organization as described in the "How to Be a Purpose-Driven, Global Business Professional, in the blog published in Harvard Business School Online. In an era of advanced technology, the world seems compact not just in terms of accessibility but also connectivity. One cannot escape the influence of decisions made by others worldwide, and the business sector exemplifies this phenomenon.

2.4.1 The Triple Bottom Line

Żak (2015) described that the Triple Bottom Line advocates a perspective on corporate social responsibility that encompasses not only financial profit but also environmental sustainability and social equity (profit, planet, people). Organizations must pursue objectives that are economically justified, ecologically acceptable, and socially accepted. This entails possessing a definite vision for the organisation and incorporating the demands and expectations of stakeholders into its operations.

The triple bottom line concept advocates for evaluating a company's social and environmental effects in conjunction with its financial success, focussing specifically on profit, people, and the environment.

2.4.2 Environmental, Social, and Governance (ESG) Factors

ESG considerations provide a thorough framework for evaluating an organization's impact. Environmental variables assess carbon footprint, waste management, water usage, and the implementation of clean technology. Social aspects encompass a company's social influence, such as human rights, diversity, employee well-being, and community involvement. Governance evaluates a company's management practices to promote good change, including management effectiveness, CEO pay, shareholder rights, transparency, anti-corruption efforts, and corporate political engagement. ESG aspects influence impact investing and sustainable investment choices, ensuring they are in line with wider societal and environmental objectives. Businesses may ensure a comprehensive understanding of their impact and synchronise their strategies with sustainable practices by including ESG factors, which can lead to benefits for society and the environment while also preserving financial sustainability.

Accenture (2021) conducted study titled "The Sustainable Organisation: Creating Lasting Value and Equitable Impact for All Stakeholders via Responsible Leadership." Business leaders face significant pressure to deliver financial value while ensuring sustainable and fair outcomes. The COVID-19 pandemic has worsened their situation, hindering advancement towards the United Nations Sustainable Development Goals (SDGs). Moreover, there has been heightened scrutiny from consumers, employees, and investors concerning the accountability of companies in tackling the most urgent global

issues. Crises frequently exert a profound influence on the development and emergence of leaders.

COVID-19 has set a higher standard for leadership teams, prompting them to abandon traditional methods in order to address conflicting stakeholder demands and accomplish tasks in a matter of weeks that used to require years. Embracing fast organisational change for the benefit of all stakeholders demonstrates good leadership.

Business leaders are cognizant of the challenge. According to the research conducted by Accenture (2021), 73% of CEOs expressed that making their organisation a "truly sustainable and responsible business" was a key focus for the upcoming three years. To achieve these goals, substantial organisational changes are necessary, such as rethinking business models, operating models, and talent strategies.

Companies that have a strong commitment to sustainability are more likely to achieve profitable outcomes and have a lasting positive impact on society and the environment. The companies in the top quartile of our Sustainable Organisation Index have an EBITDA margin that is 21% higher (equivalent to 3.4 percentage points) than the companies in the worst quartile. Their sustainability performance has improved by 21%, with a specific rise of 9.2 index points.

According to Haanaes (2022), It is becoming increasingly crucial for all organisations in every industry to prioritise environmental, social, and governance challenges. The McKinsey Global Survey indicates that 83% of senior executives and investment professionals anticipate that Environmental, Social, and Governance initiatives will generate increased value for shareholders within five years relative to the current situation.

Accenture's research on responsible leadership indicates that organisations with high ratings in Environmental, Social, and Governance (ESG) Performance achieved

operational profits 3.7 times greater than those with lower ESG Performance ratings. Shareholders surpassed ESG performers in annual total returns, beating them by a ratio of 2.6. Shareholders obtained significantly higher yearly total returns than inferior ESG performers, exceeding them by a factor of 2.6.

Sustainability provides abundant opportunities for financial gain. Previously considered distinct objectives, numerous firms now realise that implementing sustainable practices not only reduces costs over time but also appeals to new environmentally conscious clients who value enterprises that promote environmental and social well-being.

Organisations thrive in the long run by adjusting to the pace and nature of external changes. An organisation must align all its components, including operations, structure, and leadership, with the constantly changing environment in which it operates. The following are the dimensions (Table 2.4.1) to define a successful organization.

Table 2.4.1 What Defines Successful Organization

Sl.No.	Dimensions	Description
1.	From mass market to markets of one.	Businesses that utilise technology to forecast and customise products or services for a large number of people at a minimal additional cost can expand and enhance their profit margins. Businesses that fail to make this transition will struggle to remain competitive.
2.	From building on core competencies to routinely replacing them.	The efficient recruitment and smart allocation of qualified personnel are essential abilities in today's uncertain environment. Organisations that thrive in

		gaining and cultivating competencies will possess a competitive edge in the talent acquisition contest.
3.	From hierarchical layers to a team-based structure.	Most companies must streamline their organisational structure by reducing hierarchical layers and delegating more tasks to teams. When teams incorporate frontline employees, information flow improves in terms of speed and accuracy, allowing for enhanced flexibility in responding to consumer and market shifts. Enhanced information flow fosters transparency, reducing organisational politics and promoting collaboration.
4	From inside-out to outside-in management.	For a company to remain competitive in the long run, leaders must be aware of developments that extend beyond their industry, location, and current customer base.

Source: Charan (2022)

Table 2.4.1 is a summary of the factors that influence an organization's success. These elements encompass the transition from mass markets to personalised markets, the shift from dependence on core capabilities to the adoption of agile skills, the movement from hierarchical structures to collaborative teams, and the transformation from an internal focus to external awareness. These factors highlight the importance for organizations to adjust to changing market dynamics, adopt flexible structures, prioritize talent recruitment, and foster a customer-focused mindset in order to maintain competitiveness in today's business environment. The table emphasize the necessity for

organizations to shift their focus towards customer-centricity, agility, and talent development in order to succeed in the face of rapid change and unpredictability.

According to De Smet *et al.*(2021) As sustainability increasingly becomes a crucial aspect of strategy and operations, it is vital for leaders to take the lead in establishing a sustainability organisation that aligns with the needs of their organisations.

Cote (2021) defined eight skills and School of Sustainability.

Table 2.4.2 Eight Sustainability Skills for Working Professionals

1	Strong Leadership
2	Forward-Thinking
3	Creative Problem-Solving
4	Calculate and Pitch Potential Value
5	Basic Data Skills
6	An Ability to Identify Strategic Opportunities
7	Effective Communication of Purpose
8	Foundational Knowledge

Source: Cote (2021)

Table 2.4.2 indicates a list of eight crucial skills for professionals. These skills encompass strong leadership, forward-thinking, creative problem-solving, value calculation and pitching, basic data skills, strategic opportunity identification, effective communication of purpose, and foundational knowledge. The talents mentioned highlight the diverse range of characteristics that professionals need in order to effectively address sustainability concerns. The framework emphasises the significance of comprehensive

skill sets for professionals to lead sustainability initiatives and tackle intricate environmental and social problems in the current dynamic work environment.

Arizona State University (2018) identified six core competences that professionals should develop to contribute significantly to sustainability practices in the organisation.

Table 2.4.3 Key Competencies in Sustainability

Sl.No.	Attributes
1	Interpersonal Competence
2	Futures Thinking Competence
3	Integrated Problem-Solving Competence
4	Values Thinking Competence
5	Systems Thinking Competence
6	Strategic Thinking Competence

Source: Arizona State University (2018)

Table 2.4.3 displays the six essential competences required for promoting sustainable development. The competencies encompass interpersonal competence, futures thinking competence, integrated problem-solving competence, values thinking competence, systems thinking competence, and strategic thinking competence. These competences underscore the diverse array of skills required for professionals to significantly contribute to sustainable development activities.

Venn, Perez and Vandenbussche (2022) presented the Competencies of Sustainability Professionals, in their empirical study.

Table 2.4.4 Competencies of Sustainability Professionals

Sl.No.	Sustainability Research Competencies	Sustainability Intervention Competencies
1.	Basic Academic Competencies	Interpersonal collaboration competency
2.	Future – Thinking Competencies	Capacity building competency
3.	System – Thinking Competencies	Intrapreneurial competency
4.	Value – Thinking Competencies	Strategic competency
5.		Political competency
6.		Implementation competency

Source: Venn, Perez and Vandenbussche (2022, p. 7)

Table 2.4.4 presents the skills and capabilities of sustainability experts. The competencies are categorized into two groups: Sustainability Research Competencies and Sustainability Intervention Competencies. The competencies encompassed in this framework are fundamental academic skills, forward-looking abilities, analytical skills for understanding complex systems, critical thinking skills for evaluating values, political acumen, and the ability to effectively implement strategies. These competencies are essential for successful sustainability practice, covering a wide range of activities from research to intervention. They emphasize the significance of collaboration, strategic thinking, and practice.

Venn, Perez and Vandenbussche (2022, p. 7) emphasized that Sustainability intervention competencies facilitate the creation of solutions to sustainability issues in collaboration with stakeholders and contribute to the promotion of self-sustaining transitions towards sustainability.

The indicated skill sets and competencies in the Table 2.4.2, 2.4.3 and 2.4.4 align with the skill sets and cognitive orientations recognised for Human Resources Professionals to achieve Sustainable Organisational Success.

2.4.3 Sustainable Leadership and Management Competencies

According to the authors Avery and Bergsteiner (2011), sustainable leadership ensures the long-term survival and resilience of an organisation, enabling it to withstand the challenges and obstacles that it may encounter. Both the phrases ‘sustainable' and 'leading' pertain to the progression towards a future state. Sustainable Leadership is described as leadership that operates within a system, surpassing the conventional notion of leadership being confined to a single influential people or a privileged group.

Leadership is demonstrated through the framework of ideas, processes, practices, and values that a company embraces in the pursuit of its future goals.

The World Business Council for Sustainable Development, the United Nations and the UK government (no date, cited, Avery and Bergsteiner (2011, pp. 7-8) defined “sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Sustainable leadership techniques do not offer an effortless remedy for individuals who adopt them. Conversely, it can be exceedingly difficult to make the correct short-term decision that is consistent with the long-term objectives of an organisation, as elaborated by authors Avery and Bergsteiner (2011).

Avery and Bergsteiner (2011) described the labels Locust leadership and Honeybee leadership as follows;

Locust leadership: In the most extreme expression of Locust philosophy, defined by harsh, ruthless, asocial, and profit-driven leadership.

Honeybee leadership: The Honeybee is distinguished by its intelligent and stakeholder-focused approach to leadership and collaboration. The leadership of honeybees emphasises long-term objectives and exhibits a greater degree of accountability to various stakeholders.

Kantabutra and Avery (2013) structured 23 practices, which serve as Distinguishing criteria for typical Honeybee and Locust perspectives, as outlined in the book Sustainable Leadership: Honeybee and Locust Approaches by Avery and Bergsteiner (2011), into three categories: foundation practices, higher-level practices, and critical performance drivers. These categories are presented in Table 2.4.3.1

Table 2.4.3.1 Sustainable Leadership and Management Competencies

Sl.No.	Leadership Element	Sustainable leadership "Honeybee" philosophy. Sophisticated, stakeholder, social, sharing	Shareholder-first "Locust" philosophy. Tough, ruthless, asocial, profit- at-any-cost
Functional Practice			
1	Developing People	Develops everyone Continuously	Develops people selectively
2	Labour Relations	Seeks cooperation	Acts antagonistically
3	Retaining Staff	Values long tenure at all Levels	Accepts high staff turnover
4	Succession Planning	Promotes from within wherever possible	Appoints from outside wherever possible

5	Valuing Staff	Is concerned about employees' welfare	Treats people as interchangeable and a cost
6	CEO & Top Team	CEO works as top team member or speaker	CEO is decision maker, hero
7	Ethical Behaviour	"Doing-the-right thing" as an explicit core value	Ambivalent, negotiable, an assessable risk
8	Long or Short Term Perspective	Prefers the long-term over the short-term	Short-term profits and growth prevail
9	Organizational Change	Change is an evolving and considered process	Change is fast adjustment, volatile, can be ad hoc
10	Financial Market Orientation	Seeks maximum independence from others	Follows its masters' will, often slavishly
11	Responsibility for Environment	Protects the environment	Is prepared to exploit the environment
12	Social Responsibility (CSR)	Values people and the community	Exploits people and the community
13	Stakeholders	Everyone matters	Only shareholders matter
14	Vision's role in Business	Shared view of future is essential strategic tool	The future does not necessarily drive the business
Higher-Level Practice			

15	Decision Making	Is consensual and devolved	Is primarily manager-centered
16	Self Management	Staff are mostly self-Managing	Managers manage
17	Team Orientation	Teams are extensive and Empowered	Teams are limited and manager-centered
18	Culture	Fosters an enabling, widely-shared culture	Culture is weak except for a focus on short-term-results that may or may not be shared
19	Knowledge Sharing and Retention	Spreads throughout the organization	Limits knowledge to a few "gatekeepers"
20	Trust	High trust through relationships and goodwill	Control and monitoring compensate for low trust
Key Performance Drivers			
21	Innovation	Strong, systemic, strategic innovation evident at all Levels	Innovation is limited and selective; buys in expertise
22	Staff Engagement	Values emotionally-committed staff and the resulting commitment	Financial rewards suffice as motivators, no emotional commitment expected
23	Quality	Is embedded in the culture	Is a matter of control

Source: Kantabutra and Avery (2013, p: 39)

Table 2.4.3.1 presents the 23 leadership elements illustrated by Avery and Bergsteiner (2011), classified into six fundamental themes: embracing a long-term perspective, fostering internal leadership development, cultivating a robust organisational culture, endorsing both incremental and radical innovation, committing to social and environmental responsibility, and demonstrating ethical conduct.

The sustainable leadership philosophy known as "Honeybee" emphasises a refined and comprehensive approach that places importance on stakeholders and social responsibility. The company consistently fosters the growth of its employees, actively encourages collaboration in labour relations, and places high importance on retaining staff for extended periods of time, promoting from within whenever feasible. The Chief Executive Officer plays a crucial role in the team by prioritising the well-being of employees, demonstrating ethical conduct, and focusing on long-term goals. Organisational ransformation is a deliberate and incremental process that seeks to achieve the highest level of autonomy and environmental preservation, while also prioritising the interests of the community and stakeholders. The decision-making process is based on consensus, prioritising self-management, team collaboration, and a widely shared culture. The organisation promotes the dissemination of knowledge, which cultivates a strong sense of trust and encourages innovation at a systemic level. Emotional commitment is the driving force behind staff involvement, and the culture is infused with a focus on excellence.

On the other hand, the shareholder-first "Locust" perspective is characterised by its uncompromising focus on profits. The organisation engages in targeted employee development, adopts an adversarial approach in labour relations, and acknowledges a high rate of staff turnover. Succession planning prioritises external appointments,

regarding staff as replaceable expenses. The Chief Executive Officer is the individual responsible for making decisions, with a willingness to compromise on ethical considerations and a primary emphasis on immediate financial gains. Organisational change is characterised by its unpredictable nature, as it is influenced by market demands and frequently takes advantage of the environment and society. The decision-making process is mostly driven by managers, with less emphasis on team involvement and a culture that prioritises immediate outcomes. Access to knowledge is limited to a select few who act as gatekeepers, relying on control mechanisms due to a lack of trust. Innovation is a discerning process, driven by financial incentives for employees, and quality is regulated rather than influenced by culture.

2.4.4 Mastery at the Intersection of People and Business: HR Competencies

Ulrich *et al.* (2008) described that, for over two decades, we have actively engaged in and closely observed the progression of human resources. Throughout our journey, we have closely monitored the development of Human Resources in response to growing expectations. This journey possesses a greater sense of purpose or orientation rather than a specific end point or goal.

The Human Resources department aims to enhance its impact by making significant contributions to employees and line managers within the firm, as well as to customers, communities, partners, and investors outside the organisation. Occasionally, individuals on the journey have been subjected to snipers who undermine the significance of Human Resources and aim to revert it to its initial administrative state. On other occasions, the advancement has been hindered by sceptics who question if Human Resources can overcome its legacy and make a complete contribution. Overall, the

journey has been predominantly focused on the future, with increasing momentum towards the actual achievement of valuable outcomes.

2.4.5 HR Competencies: Today's most complete research on HR competencies

The authors Ulrich, Brockbank, Johnson, Sandholtz & Younger (2008) of the book entitled 'HR Competencies: Mastery at the Intersection of People and Business' sought to determine the specific knowledge and abilities that differentiate successful HR professionals. The Human Resources Competency Study (HRCS) has been actively investigating this subject for the past two decades (University of Michigan and The RBL Group, 2002; 2007; Ulrich *et al*., 2012; University of Michigan and The RBL Group, 2017) This study has had a significant impact on the area of Human Resources (HR) as a whole and has clearly outlined the essential qualities and skills necessary for a successful Human Resources professional.

Based on the feedback from more than 10,000 Human Resources Professionals and their manager associates, the most recent findings of this research suggest that Human Resources Professionals that provide value exhibit Human Resources competencies that align with both people and business. Failure to address both aspects hampers the efficacy of Human Resources. Within this framework, there are six domains that delineate distinct HR competencies, allowing HR professionals to achieve success:

Table 2.4.5.1 HR Competencies: Mastery at the Intersection of People and Business

Sl.No.	Competency	Description
1	Credible Activist	Credible Activist are both credible (respected, admired), and proactive (have a point of view about the business, challenge assumptions, take initiatives).

2	Culture and change Steward	Culture and change Steward understand, respect and evolve the organization culture through effective change initiatives that reflect the business strategy.
3	Talent Manager / Organisational Designer:	Talent Manager / Organisational Designer are effective developers of both individual employee ability and the organizational capabilities.
4	Strategy Architect	Strategy Architect help build and deliver winning business strategies by understanding the customer point of view and helping to diffuse it throughout the company.
5	Business Ally	Business Ally understand the both the business and external factors that influence success.
6	Operational Executor	Operational Executor effectively and efficiently administer the day-to-day work of managing people within an organization.

Source: Ulrich *et al.* (2008, p: 290)

Table 2.4.5.1 presents, the proficiency in understanding the connection between human resources and business skills is essential for achieving success within an organisation. A Credible Activist is someone who is highly regarded and takes proactive measures. They have a firm business perspective, question assumptions, and show initiative. Culture and Change Stewards play a crucial role in comprehending, valuing, and advancing organisational culture by implementing change initiatives that are in line with the business plan. Talent Managers/Organizational Designers are very skilled at

fostering the growth of individual employees' talents and improving the overall capabilities of organisations.

Strategy Architects develop and implement effective business strategies by comprehending and incorporating the customer's viewpoint across the entire organisation. firm Allies possess a profound comprehension of the inner workings of a firm and the external variables that impact its achievement. Operational Executors are responsible for overseeing the daily operations and ensuring that people are managed in a productive and efficient manner. These competencies, when combined, guarantee that Human Resources experts not only assist but also propel corporate success through strategic management of personnel and operational efficiency.

2.4.6 Development of Leadership Skills: Experience and Timing.

In order to cultivate leaders within an organisation, it is crucial to comprehend the process by which individuals acquire the necessary abilities along their professional trajectories. The article titled "Development of Leadership Skills: Experience and Time" by Mumford *et al.* (2000) utilised a cross-sectional design to evaluate variations in leadership skills among officers in the U.S. Army across six different grade levels.

Advanced levels of knowledge, problem-solving skills, systems competence, and social acumen were observed at higher grade levels. Particular qualities and experiences were recognised as essential during distinct phases of leaders' careers.

The study required the officers to take various assessments, including standardised tests that evaluated fundamental abilities and personal traits. Additionally, they were evaluated on measures specifically designed to assess important leadership capabilities. The analysis has specifically concentrated on a restricted collection of

measures, namely those designed to assess leadership qualities rather than abilities, personality, and motivation. The table offers a brief description of each skill measure.

Table 2.4.6.1 Development of Leadership Skills: Experience and Timing

Sl.No.	Skill & Criterion Measure	Attributes
1	Performance	Leadership Achievement. Critical Incidents. Solution Quality.
2	Leadership Expertise	Organisation Principles Coherence Theoretical Similarity Number
3	Complex Problem Solving	Problem Construction. Information encoding. Category Search. Category Fit. Category Combination. Idea Evaluation. Implementation Planning. Monitoring.
4	Solution Construction	Attention to Restrictions. Time Span. Self Goals. Organizational Goals.
5	Creative Thinking	Realism. Time Span. Negative Consequences. Positive Consequences. Complexity. Abstraction.
6	Social Judgment	Reflection. Objectivity. Judgement. System Perception.

		System Commitment. Solution Fit.

Source: Mumford *et al.* (2000)

Developing leadership skills entails a blend of performance, expertise, problem-solving, solution creation, innovative thinking, and social discernment. Performance is assessed based on leadership accomplishments, significant events, and the effectiveness of remedies. Leadership expertise refers to a person's knowledge and skills in areas such as organisational principles, coherence, theoretical similarity, and the application of various techniques. Complex Problem Solving encompasses a range of skills, such as problem formulation, information processing, searching for and fitting into categories, combining categories, evaluating ideas, planning implementation, and monitoring progress. Solution Construction prioritises adherence to constraints, time constraints, and achieving a balance between individual and organisational objectives. The assessment of Creative Thinking is based on the criteria of realism, time span, comprehension of both good and negative outcomes, complexity, and the level of abstraction in concepts. Social judgement encompasses the process of critically analysing, maintaining objectivity, making informed judgements, seeing systems, demonstrating commitment to systems, and ensuring that solutions align with the larger system. According to Mumford *et al.* (2000), these traits are crucial for the gradual development of effective leadership skills through diverse experiences.

2.5 Theory of Reasoned Action

The review of the relevant literature clearly demonstrates that the Human Resources role has evolved from basic procedures to activities that enhance the

company's value by improving its products and services. Ulrich and Brockbank (2005) emphasized that Everything that occurs inside an organisation, including Human Resources, must have a connection to what happens outside in a borderless and boundaryless world.

According to Ulrich and Brockbank (2005) Human Resources leaders have the responsibility of ensuring that their department and resources are in line with the needs of the business and organisation. The Human Resources department should aim to enhance stakeholder value and cultivate a favourable corporate image, thereby contributing to the overall growth and success of the organisation.

As mentioned in The Economist (2020, p. 18) the Covid-19 pandemic has presented a distinct challenge to the operations of global organisations. This period emphasised the operations of the Human Resources Department, which were stigmatised as being weak and entirely isolated and disregarded within the corporate world. There is currently a high demand for pragmatic Human Resources leaders that possess a global perspective and take appropriate action.

Schultz (2021) asserts that institutions were compelled to adapt to the rapid changes in the economy, which had been significantly impacted by the Covid-19 pandemic. To fulfil the demands of businesses in the New Normal, every facet of the Human Resources department must be adapted and modified. The pandemic constitutes not merely a public health emergency but also a profound economic transformation affecting products, services, customer experiences, and workplaces. Schultz (2021) emphasised that adopting a constructive mindset can successfully enable innovative technology to accelerate transformation.

Nevertheless, the new technology by itself is insufficient to accomplish the ultimate corporate objectives and other necessary organisational requirements. According

to Torraco and Lundgren (2020) Human Resources professionals must adopt new approaches by gaining new Mindsets and Skillsets in order to speed the change. This will not only assist employees return to work, but will also help the organisation transform in a more positive and timely manner. Smallwood and Ulrich (2004) described that the Human Resources professionals must demonstrate a specific set of ‘abilities, competencies, and capabilities’ and go beyond the present to effectively prepare for the future world of employment.

The review of Literature have been highlighted the 'Mind Sets' and 'Skill Sets' required for Human Resources Professionals to position themselves as a valuable strategic partner for the entire organization. Smallwood and Ulrich (2004) furthermore differentiated between the terms "ability," "competence," and "capability" even though they are frequently used interchangeably. Functional competency is used to describe a person's technical skills, and social competency is used to describe (Table 2.5.1) a person's leadership abilities or a company's social competencies.

Table 2.5.1 Organizational Capabilities

Area	Individual	Organizational
Technical	An Individual’s Functional Competencies.	An Organization’s Core Competencies.
Social	An Individual’s Leadership Ability.	An Organization’s Capabilities.

Source: Smallwood and Ulrich (2004)

Table 2.5.1 highlights the significance of both individual's technical and social capabilities, and collective organizational strengths in achieving overall effectiveness. With these differences in mind, the individual's Functional / Technical Competencies can be defined as the Skill Sets and the individual's Leadership / Behavioural Competencies are the Mind Set in the context of this particular research titled The Research on Human Resources Competences Necessary for Sustainable Organizational Success.

- Functional / Technical Competencies OR Skill Sets:
  Technical competences allow businesses to identify the specific knowledge and skills required for roles in various essential corporate functions.
- Leadership / Behavioural Competencies OR Mind Set:
  Competencies in leadership help organisations in promoting and identifying the key behaviours of all employees in the organisation.

O'Leary, Choi, and Gerard (2012) described that competencies refer to a broad concept that incorporates the acquisition and attainment of information, behaviours, and abilities that are interconnected and interdependent. The concept of "skill sets" refers to a comprehensive amalgamation of talents, methodologies, instruments, and knowledge that collectively constitute a distinct competency. Acemoglu and Autor (2010) emphasized that a skill is a set of talents for carrying out different tasks. According to Burgoyne, Hambrick and Macnamara (2020) mind-set pertains to individuals' opinions regarding whether traits are capable of being altered (growth mind-set) or fixed.

Sisk *et al.* (2018) described that the mind-sets (also known as implicit theories) are bbeliefs pertain to the inherent qualities of human attributes (e.g., intelligence). According to mindset theory, as mentioned in the article of Sisk *et al.* (2018) titled 'To What Extent and Under Which Circumstances Are Growth Mind-Sets Important to

Academic Achievement? Two Meta-Analyses', individuals differ in their attitudes regarding the stability or changeability of human qualities like intelligence. People with fixed mind-sets, known as entity theories, believe qualities are stable, while those with growth mind-sets, known as incremental theories, believe attributes are versatile. According to mindset theory, having a fixed mindset is harmful for many real-world results, whereas having a growth mindset results in several positive consequences.

The cognitive orientations of managers have gained significance in the global economy and multinational organisations. This has resulted in the formation of ideas such as 'global mindset,' which are seen to be associated with the effective management of multinational corporations, as evidenced by Levy *et al*. (2007).

A total of one hundred and fifty three skill and mindset attributes have been identified through the literature review. These attributes can be broadly categorized into the following seven repeatedly reflected skill sets and mindsets:

SKILL SETS:

1. Integrated HR Tech & Digital HR Solutions:

   Proficiency in developing and implementing holistic HR technology strategies that are in line with the goals of the organisation. Skilled in assessing new technology and executing strategies to improve HR efficiency and effectiveness.
2. Data-Driven People Management:

   Proficiency in utilising HR data with advanced analytics to guide strategic decision-making, optimise workforce planning, and improve the employee experience.
3. Self-Directed Learning and Career Development Facilitation:

Skilled in creating and executing self-directed learning initiatives that promote ongoing skill enhancement and adaptation in careers, cultivating a culture of progress and offering resources for employees to excel in evolving job landscapes.

4. Integrated Recruitment Strategy and Experience Design:
   Skilled in creating and executing comprehensive recruitment strategies and initiatives that effectively engage candidates, match the organization's culture, utilise technology and data analysis to simplify procedures, and attract highly qualified individuals that meet the organization's requirements.
5. Business Priority Alignment and Strategic HR Planning:
   Strong ability to link HR activities with overall business objectives, converting strategic goals into practical plans to maximise productivity, improve satisfaction among employees, and achieve organisational success.
6. Organizational Design and Change Management:
   Skilled in creating and executing organisational frameworks and procedures that are in line with strategic goals, while effectively guiding change efforts, handling disagreement, and fostering a culture of flexibility, resilience, and creativity inside the organisation.
7. Organizational Governance and Ethical Leadership Practice:
   Expertise and clear understanding of laws, rules, regulations, ethical decision-making, and inclusive practices to guarantee transparent, accountable, and efficient organisational management and monitoring. This encompasses the maintenance of ethical standards and procedures, the display of integrity, transparency, and fairness in leadership.

MIND SETS:

1. Strategic Alignment and Organizational Vision:

   An uncompromising mentality focused on attaining a clear sense of purpose by harmonising HR initiatives with the goals and priorities of the organisation. This entails comprehending and effectively conveying the strategic trajectory of the organisation to steer HR endeavours, guaranteeing that HR endeavours directly contribute to the overall success and sustainability of the organisation.

2. Agility and Adaptability:

   A mindset focused on accepting change, actively adapting to evolving organisation requirements, and navigating the dynamic field of HR practices and technologies. This is a willingness to adapt plans and approaches in order to address emerging challenges, capitalise on opportunities, and successfully respond to shifting market dynamics.

3. Future-Oriented Thinking and Innovation:

   An outlook focused on predicting upcoming trends, taking proactive measures to meet the changing requirements of the workforce and the organisation, and staying ahead of the competition by embracing innovation. This entails a dedication to investigating new technologies and inventive HR methods to guarantee preparedness for forthcoming difficulties and chances.

4. Employee-Centric Culture and Support:

   An employee-centric approach that places a high priority on the well-being and overall experience of employees in all human resources projects and choices. This is a dedication to cultivating a work environment that is both supportive and inclusive, placing importance on diversity, equity, inclusion, and the development

of employees. The aim is to establish a culture where people feel appreciated, assisted, and empowered to flourish.

5. Continuous Learning and Professional Development:

   A mindset focused on personal and professional advancement, characterised by a dedication to continuous learning and progress. This encompasses a readiness to actively solicit feedback, contemplate on past experiences, and modify behaviours in order to consistently enhance effectiveness as an HR professional.

6. System Approach and Evidence-Based Decision Making:

   An analytical mindset that can assess intricate systems, identify patterns, and develop innovative solutions, all while leveraging data analytics to guide strategic HR decisions and enhance organisational efficiency.

7. Collaborative Partnership and Ethical Leadership Mindset:

   A cohesive approach focused on cultivating robust relationships and alliances across departments, promoting cooperation with stakeholders in order to co-create solutions, and advancing organisational achievement while maintaining ethical norms in all human resources initiatives. This involves exhibiting honesty, openness, and impartiality in one's role as a leader in order to foster trust and establish a strong reputation inside the organisation.

2.5.1 Validated Human Resources Competencies

Apart from the fourteen attributes mapped under Skillsets and Mindsets, twelve validated Human Resources competencies that have been categorised under 'Mastery at the Intersection of People and Business' and 'Development of Leadership Skills: Experience and Timing' considered in this study to enhance the credibility of research. The listed competences are widely recognized, for the organizational effectiveness, in

both academic and practical settings. Furthermore, the study considered two prominent leadership approaches, specifically 'Honeybee' and 'Locust', to obtain complete and robust perspectives on preferences on competencies for the sustainable organizational success.

The Literature Review examines sustainable leadership as a comprehensive strategy that emphasises the sustainability of an organisation and the well-being of its stakeholders. Avery and Bergsteiner (2011) distinguish between the leadership theories of "Honeybee" and "Locust". The "Honeybee" strategy is distinguished by its emphasis on social responsibility, ethical conduct, employee growth, and long-term objectives. On the other hand, the "Locust" strategy prioritises making money and often neglects social and environmental obligations. It emphasises immediate profits and experiences frequent changes in personnel. The two methods, examining 23 leadership elements and classifying them into fundamental practices, higher-level practices, and significant performance drivers.

- Honeybee Leadership Style:

  Honeybee leadership prioritises long-term goals and demonstrates a higher level of responsibility towards a wider range of stakeholders. Honeybee leadership posits that the sustainability of a corporation relies on the sustainability of its operating context and the consideration of the fundamental requirements of all stakeholders. A sustainable enterprise prioritises the well-being of its members and takes into account the concerns of future generations.

- Locust Leadership Style:

  In the most radical manifestation of Locust philosophy (characterised by toughness, ruthlessness, lack of social concern, and prioritisation of profit above

all else), managers attain their goals by deliberately contaminating the atmosphere and water sources in locations where they may evade detection or punishment.

The Literature Review also explores the essential skills and abilities that Human R professionals need in order to effectively connect corporate objectives with people management. Ulrich *et al.* (2008) conducted research that highlighted six primary HR competencies:

2.5.1.1 Mastery at the Intersection of People and Business: HR Competencies

Competence refers to the condition or characteristic of being sufficiently skilled and qualified to effectively carry out a certain function or task. There is a growing recognition today that Human Resources are the primary assets of every business, upon whom its success or failure hinges. Human Resources specialists are seen as the custodians of an organization's tangible resources. Therefore, there is an increasing demand for skilled Human Resources Professionals. The requisite skills and abilities necessary for Human Resources professionals to achieve success. It is indicated that to achieve success, Human Resources professional needs to possess certain qualities.

1. Credible Activist.

   Credible Activist are both credible (respected, admired), and proactive (have a point of view about the business, challenge assumptions, take initiatives).

2. Culture and Change Steward.

   Culture and change Steward understand, respect and evolve the organization culture through effective change initiatives that reflect the business strategy.

3. Talent Manager/Organizational Designer.

   Talent Manager / Organisational Designer are effective developers of both individual employee ability and the organizational capabilities.

4. Strategy Architect.

   Strategy Architect help build and deliver winning business strategies by understanding the customer point of view and helping to diffuse it throughout the company.

5. Business Ally.

   Business Ally understand the both the business and external factors that influence success.

6. Operational Executor.

   These abilities highlight the significance of HR practitioners being skilled not just in people management but also in making strategic contributions to business success.

The Literature Review offers an in-depth analysis of the evolution of leadership attributes, drawing on studies by Mumford *et al.* (2000). This section defines the progression of leadership talents as they develop via practical experience and evaluates them based on multiple traits.

2.5.1.2 Development of Leadership Skills: Experience and Timing.

In order to cultivate leaders inside an organisation, it is essential to comprehend the process by which individuals acquire the necessary abilities for their professional development. Specific talents and experiences were identified as particularly crucial during specific stages of leaders' careers.

1. Performance.

   Performance encompasses exceptional leadership accomplishments, efficient management of critical incidents, and the assurance of superior solution quality, all of which contribute to remarkable organisational success and innovation.

2. Leadership Expertise.

   Leadership competence involves applying organisational concepts to provide consistency and theoretical alignment across strategies. The quantity of favourable results indicates the extent of knowledge and skills, showcasing conformity with fundamental ideas and reliable, efficient leadership practices.

3. Complex Problem Solving.

   Complex problem solving requires careful formulation of problems, accurate encoding of information, efficient search and matching of categories, creative combination of categories, thorough evaluation of ideas, and strategic planning and monitoring of implementation, all to ensure a comprehensive and successful resolution of intricate issues.

4. Solution Construction.

   The process of constructing a solution requires careful evaluation of limitations, managing time constraints, aligning personal objectives with organisational objectives, and ensuring that the solutions created are both efficient and effective within the specified limitations.

5. Innovative thinking.

   Creative thinking involves finding a balance between practicality and conceptual thinking, taking into account the timeframe and carefully evaluating both the potential drawbacks and benefits. It effectively manages intricate situations to produce inventive concepts that are both feasible and progressive.

6. Social Judgement:

   Social judgement encompasses the ability to critically analyse situations, make rational decisions, comprehend the perspectives of different systems, exhibit dedication to those systems, and ensure that solutions align with the given context. This comprehensive method promotes efficient decision-making in social and organisational settings.

The study underscores the significance of diverse leadership abilities at different points in a leader's professional trajectory, underscoring the necessity of ongoing skill enhancement.

2.6 Summary

Given the rapid changes in technology and the workplace, it is crucial for Human Resources leaders to keep up with the latest trends and comprehend their implications for their organisations. Skills-based job designs, talent marketplaces, and just-in-time talent intelligence are examples of the developing Human Resources business.

According to Cornerstone (2024), by understanding what is coming, you can position your organization to be agile in meeting new challenges, streamline processes and prepare your people to be both eager and equipped for success.

Drucker *et al*. (1997) described that, various elements will influence the corporation of the future. Demographics can significantly influence the future of global economics. The proliferation of the Internet will provide challenges for corporations in managing their corporate image. Corporations are evolving, necessitating a shift in business terminology. The transformation in companies will result in alterations in the corporate hierarchical structure, with leadership being decentralised across the

organisation. Drucker *et al.* (1997) state that, as prominent management scholars indicate, the enduring challenge for executives in the 21st century lies not in technology, but in the art of human and humanistic management.

According to Balliester and Elsheikhi (2018) that in this changing scenario, Trade Unions are also adapting their organising and collective bargaining strategies to align with the changing requirements of the modern economy, labour market, work structure, demographics, and human resource management within workers' associations.

In reviewing the literature concerning Human Resources (HR) professionals' role in navigating organizational success amidst the challenges posed by the pandemic and the evolving future of work, two primary questions emerge. Firstly, what constitutes the essential skill and mindset framework necessary for Human Resources professionals to effectively steer organizations through turbulent times and into a future characterized by uncertainty and rapid change? Secondly, what are the future expectations placed upon Human Resources professionals by the business landscape? These inquiries underscore the critical need to identify the core competencies and attributes that enable Human Resources practitioners to thrive amidst adversity while also preparing them to meet the evolving demands of the business world. As organizations grapple with unprecedented disruptions and transformations, Human Resources professionals are increasingly expected to possess a diverse skill set encompassing both technical competencies and behavioral traits. To address these questions and bridge the gaps identified through this literature review, research to be conducted to provide insights that inform the development of Human Resources professionals and empower organizations to adapt and succeed in the face of ongoing challenges and future uncertainties.

During the financial crisis that disrupted the business sector from 2007 to 2009, company boards sought guidance from their finance chiefs. An effective (Chief Financial

Officer) CFO can salvage an organisation; an ineffective one may ruin it. The COVID-19 epidemic poses a distinct problem and underscores the need of another business function, frequently undervalued as soft, Human Resources. “Never before have had more firms needed a hard headed HR boss, illustrated in The Economist (2020, p.18)."

According to Schultz (2021) Businesses must promptly reorganise and adjust to the altered circumstances in order to endure the economic consequences of the epidemic. In order to meet the requirements of a new set of organisational needs, it is crucial that Human Resources undergoes a comprehensive and fundamental transformation in all aspect of the Human Resources lifecycle. The pandemic has not only caused a public-health crisis but has also brought about a significant transformation in the corporate landscape, leading to the emergence of new products, services, customer experiences, and work environments. Although new technology can greatly assist to well-planned transformation, organisational objectives, and priorities, it alone will not enough. Resilient Human Resources experts and leaders are well-equipped to efficiently assist this transition, not only aiding in the return of employees to work, but also enabling the company to undergo a rapid and advantageous transformation.

Although many suggestions have been made about the skill sets and mindsets that Human Resources Professionals should have in order to help organisations succeed and survive the Covid19 crisis, these have not been prioritised or identified as the best combinations from the perspective of Human Resources Professionals and Business Leaders. The research should aims to set out to priorities the skill sets and Mind sets, which Human Resources Professionals need to possess to make the organization successful, and to identify its best combinations.

The value that Human Resources can bring to an organisation is widely discussed in the literature, but little attention is paid to the challenges in implementing it in practise.

The function of Human Resources has changed in some organisations, but further refinement is needed to address the current shortcomings in practise, according to the results of interviews with respondents from previous literature, illustrated by Boon, Den and Lepak (2019).

According to Schultz (2021) It is crucial to design a strategy for human resources executives to enhance their own competencies, prepare for future work environments, increase engagement, improve employment relations, and build resilience. Implementing the strategy will enable the company to strategically position itself and adequately prepare for future problems and advancements in the workplace.

Furthermore, the validated competencies in the context of sustainable leadership and human resources, offering a comprehensive analysis of the key elements that contribute to organizational success. The study also underscores the critical role of Human Resources competencies in bridging the gap between people management and business success. By identifying and fostering specific Human Resources competencies can ensure that their Human Resources professionals contribute strategically to their long-term goals. Finally, the research into leadership development highlights the importance of experience and timing in cultivating effective leaders. The integration of validated competencies in this research provides valuable insights for organizations seeking to align their leadership and Human Resources strategies with sustainable development goals and organizational success.

It is evident that, based on the literature review, there are gaps between the present knowledge (Skill Sets) & functional style of Human Resources Professionals and the new functional and leadership prerequisites in the context of ‘Future of Work’.

The Review of Literature has revealed that the necessary attitudes and skill sets for effective Human Resources practice have not been given priority or ranked.

Therefore, there is an opportunity for research to determine the most desirable technical skills and behavioural traits required for Human Resources Professionals.

The research findings would provide insights into the competencies that contribute to career growth in the changing field of Human Resources. The research insights would help organisations and Business Leaders create effective Human Resources strategies. The can research aims to identify and promote excellent Human Resources practices and leaders, with the goal of improving organisational success and adaptability in the ever-changing landscape of Human Resources.

In short, the objective of the Research should:

- Rank the most Relevant Skill Sets required for Human Resources Professionals to Manage the Future of Work.
- Rank the most relevant Mind Set attributes required for Human Resources Professionals to make the organizations sustainable and successful in the post pandemic era.

CHAPTER III:

METHODOLOGY

3.1 Overview of the Research Problem

"In depth completion of a study will provide benefits for the knowledge development, according to Nasution *et al.* (2019, p. 1)". The study titled 'THE RESEARCH ON HUMAN RESOURCES COMPETENCES NECESSARY FOR SUSTAINABLE ORGANIZATIONAL SUCCESS' aims to set out to priorities the skill sets and Mind sets, which Human Resources Professionals need to possess to make the organization successful, and to identify its best combinations (Skillset & Mind sets).

Boon *et al.* (2019) emphasized that the function of Human Resources has changed in some organisations, but further refinement is needed to address the current shortcomings in practise, according to the results of interviews with respondents from previous literature. Schultz (2019) described that it is crucial for human resources leaders to design a strategy to enhance their own competences, prepare for future workspace changes, increase engagement, strengthen employment relations, and build resilience. The adoption of the strategy will assist in positioning and preparing the organisation for future problems and advancements in the workplace.

3.2 Operationalization of Theoretical Constructs

Nayak and Sigh (2015) implied that the Research involves creating a new and valuable addition to the current body of knowledge in order to progress it. The process involves the diligent search for truth through the utilisation of study, observation, comparison, and experimentation. Research is the pursuit of knowledge through a methodical and objective approach to finding solutions to problems. Research involves

the systematic process of generalisation and theory formulation. The term 'research' refers to a systematic approach that involves identifying a problem, formulating a hypothesis, collecting data, analysing the data, and drawing conclusions. These conclusions can be in the form of solutions to the specific problem or generalisations for theoretical purposes.

Multiple studies and surveys have identified different Skill Sets (Technical Skills), and Mind Sets (Social and Leadership Skills), that Human Resources professionals should possess to ensure sustainable organisational success. A comprehensive review of the literature has revealed a total of 153 distinct attributes that have been given different names but fall under a few specific categories relating to Skill Sets and Mind Sets. The qualities have been categorised into seven each distinct skill sets and mind sets, which are constantly mentioned in the Literature.

The objectives of this Research are:

- Rate the most relevant Skill Sets and Mindset qualities that Human Resources Professionals need to possess, to ensure the sustainable success of organisations in the context of post-pandemic period and integration of modern technologies, in order of importance.
- The following other objectives can be met after the ranking the most relevant Skill Sets and Mindsets with respect to all respondents;
    - Human Resources Professionals will gain an in-depth understanding of their anticipated duties and facilitate the connection of leads that can align Human Resources initiatives with the organization's overall objectives, goals and targets.
    - Human Resources professionals will enable to prioritise the learning domains and determine the areas to allocate resources for continuous

professional development, to improve skills and stay informed about developing Human Resources trends and best practices.

- Business leaders will get insights on how to strategically involve Human Resources and include Human Resources professionals in decision-making and execution processes.
- Business Leaders will able to identify areas to support continuous education, commit resources for training, and acknowledge the crucial role of Human Resources in fostering sustainable organisational success.
- Educational institutions, Teachers, Scholars specialising in Human Resources can improve academic curricula by identifying areas that need updating with current Human Resources trends and integrating experiential learning to develop practical Human Resources skills.
- Academic institutions can able to promote research collaboration by identifying opportunities with industry stakeholders for studying Human Resources trends, while also creating and implementing ongoing learning opportunities for Human Resources practitioners.
- Human Resources consultants and business coaches will able to enhance their consulting services by adapting to post-pandemic and technology-integrated scenarios, providing specialised knowledge to address changing client requirements.
- Human Resources consultants and business coaches will able to improve Human Resources effectiveness by identifying areas for optimising Human Resources functioning, providing tailored training programmes, and assisting in Human Resources transformation to align strategies with organisational goals for long-term success.

Furthermore, it is hypothesized that the best combination of skill sets and mindset qualities ranked by different (identified target population) groups of respondents should consistently exhibit a positive correlation.

3.3 Research Purpose and Questions

The research aims to find out answers for the following questions;

1. In the context of COVID19 Pandemic and the evolving work environment, what is the most required Mind Set and the most relevant Skill Set to make the organizations sustainable and successful in the post pandemic era?
2. Will this research help to find out most relevant combinations of Mind and Skill Sets from the perspective of various category of respondents belongs to practicing Human Resources Professionals, Business Leaders, Academicians and Consultants in the field of Human Resources?

In this context, it is hypothecated that the research will find out most relevant combinations of Mind and Skill Sets to make the organizations sustainable and successful in the post pandemic and the Future of Human Resources era.

3.4 Research Design

Akhtar (2016) pointed out that, a qualitative approach will be used in the study to gather the responses outlined above as the Significance of Research. It is important to "drawing an outline" or arranging or planning details to formulate the research. The following steps have been identified to be put on papers to avoid any ambiguity at a later stage and get a better result.

3.5 Population and Sample

Kalu and Bwalya (2017) described that it is essential to use sampling in qualitative research in order to study phenomena in their natural environment. So, it has been decided to collect information from the personnel belonging to the following strata.

- Human Resources Professionals.
- Business Leaders.
- Academicians in the Human Resources domain
- Consultants in the Human Resources domain

In order to achieve the objective of the study, it is difficult to collect data from the entire population mentioned in the above sections. Thus, it has been decided to use sampling techniques with a minimum of three hundred samples.

3.6 Participant Selection

3.6.1 Population

Casteel and Bridier (2021) described that, social sciences frequently investigate individual attributes, such as psychological notions, beliefs, and behaviours. The data is subsequently utilised to characterise the unit of study, which is frequently the individual in the field of social sciences.

Casteel and Bridier (2021) furthermore described on Unit Analysis, Unit of Observation, Population of Interest and Target Population. The unit of analysis, as defined in Encyclopedia of Research Design by Salkind (2010, cited in Casteel and Bridier (2021), p. 341), is the individual that is described or assessed by the variables in the study. Hence it proposed that the Individuals from the following domain are Target Population of this study;

- Human Resources Professionals.
- Business Leaders.
- Academicians in the Human Resources.
- Consultants in the Human Resources.

3.6.2 Sampling

Etikan and Bala (2017) asserted that companies and marketers predominantly utilise non-probability sampling for their research in business. This preference arises from the need for dependable collaboration from respondents, especially in business sample surveys like the consumer price index. Furthermore, Etikan and Bala (2017) indicated that the non-probability sampling method does not guarantee that any specific element in the population has a likelihood of being selected for the research sample.

Casteel and Bridier (2021) implied that, an optimal approach to ascertain the participation rate is to analyse the literature of similar studies that employ comparable sampling methodologies to the one being proposed.

Based on the participation rate in similar studies in the literature, it is proposed to have a minimum sample of 300 samples for this study.

3.6.3 Time Horizon

In order to ensure that the research remains feasible and the findings remain valid, a time period of 2 months will be established for the entire research process, including data collection and the administration of the initial screener survey. The estimated timeframe falls within the period from May 2024 to June 2024.

3.7 Instrumentation

According to Bernard (2011), “Research is craft”. Methodology refers to a systematic approach to conducting research, which involves translating philosophical concepts about the nature of reality and knowledge into practical guidelines. These guidelines outline the principles, processes, and practices that should be followed during the research process, emphasized by Nayak and Singh (2015).

Pandey and Pandey (2015) stated that ongoing and comprehensive research across physical, biological, social, and psychological fields is resulting in the emergence of new products, facts, concepts, and methodologies.

Veluswamy *et al.* (2013) described that Scientific research relies on identifying and resolving specific problems.

3.7.1 Research Approach

Pathak, Jena and Kalra (2013) depicted that the scientific research focuses on the discovery of a resolution to a specific problem that can be determined. Multiple approaches exist for developing a research strategy for the study. There are two main methods of data collecting and analysis in research: qualitative and quantitative research. Qualitative research is centred around comprehending a research question through a humanistic or idealistic perspective.

3.7.2 Research Strategy

stated that quantitative methodologies and the scientific method constitute the foundational principles of modern science. This research process typically begins by selecting a certain hypothesis, whether it is proposed or pre-existing. This theory generates hypotheses, which are then evaluated quantitatively and subjected to thorough analysis and assessment utilising established research methodologies. This methodology

has a longstanding legacy and has substantially contributed to the domain of human resources development.

Watson (2015) asserted that quantitative research includes many methodologies that systematically investigate social processes through the analysis of statistical or numerical data. Quantitative research entails the systematic measurement of variables and is predicated on the assumption that the subject of examination may be represented numerically. Quantitative research aims to collect data by measurement, examine it for patterns and relationships, and validate the precision of the measurements.

According to Pathak, Jena and Kalra (2013, p. 192), “quantitative approach is a more reliable method as it is based upon numeric and methods that can be made objectively and propagated by other researchers.”

Hence it is proposed that to conduct quantitative research methodology for this study.

3.8 Data Collection Procedures

According to Singh Gure (2015), attitude is certainly the most prevalent and an important idea all over the worldwide. The definition of the term "attitude" encompasses multiple interpretations. Attitude, as generally defined, relates to the expression of behaviour or a tendency to respond in a particular way.

Thurstone (1928, cited in Singh Gure (2015, p. 27) defined attitude as "the sum total of a man's inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and convictions about any specified topic". Attitude scales are commonly employed to quantitatively assess one's attitude towards individuals, objects, concepts, or things.

Sadan (2017) mentioned that the data obtained in quantitative studies are derived from a well-defined plan that directs the researcher on the data to gather, the duration of data collection, and the methodology for data collection. According to Wetzel & Greiff (2018), The predominant approach for gathering responses is by self-report or report questionnaires that evaluate personality traits, interests, motives, or other psychological categories, using the rating scale format.

Rating Scales, which is part of the Self Report, will be used to gather data in this study. According to Van Selm and Jankowski (2006) "The World Wide Web (WWW) is increasingly being used as a tool and platform for survey research. Two types of electronic or online surveys available for data collection are the email and Web based survey.

Google Forms is a web-based application used for creating and designing digital questionnaires. This tool, offered by Google Inc, is accessible to all internet users for the creation of online surveys. The wide popularity of Google Forms in online survey research is due to its accessibility from any location and at any time, along with advantages such as unlimited surveys and being entirely free, as noted by Raju and Harinarayana (2016).

A Google Form will be generated and circulated among targeted respondents through E Mail, Social Media and through public communications channels like WhatsApp, Telegarm, LinkedIn Group and Twitter to gather data in this study.

3.8.1 Rating Scales

According to Sadan (2017, p. 62), “rating scales permit the observers to rate the behavior of the participant or the event on a scale at specified time intervals and then it is quantified.”

Bishop & Herron (2015, cited in Kusmaryono *et al.,* 2022, p. 625) emphasized that, “there are several scales, such as the Bogardus, Guttman, Likert, and Thurstone scales, among others. This is to ensure that the measurement of research data using this scale is not hampered. The Likert scale is the predominant measurement scale and is commonly used in educational research and social science to assess attitudes (affective).”

3.8.2 Likert Scale

According to Boone *et al* (2012, cited in Kusmaryono *et al.*, 2022, p. 625), “A Likert scale is a form of scale used to collect data in order to find out or measure qualitative data.” Bishop *et al* (2015, cited in Kusmaryono *et al.*, 2022, p. 625) pointed out that, “The Likert scale is extensively employed as a survey instrument in several fields such as education and social sciences, particularly when analysing quantitative data.”

Questionnaires constructed (ANNEXURE I) utilising a seven-point Likert Scale will yield data scores. Solimun, Fernandes and Arisoesilaningsih (2017) state that throughout the analysis phase, scores are modified to generate a scale.

Shukla and Sharma (2017) illustrated that the method of attitude scale construction, initially introduced by Likert in 1932, was subsequently referred to as the method of summated rating by Bird in 1940. This approach, widely recognised for its simplicity, encompasses multiple distinct phases.

A questionnaire (ANNEXURE I) designed with a seven-point Likert Scale will be used in the study. All information provided by the respondent will be handled with the

highest degree of confidentiality. The researcher will refrain from sharing any data with third parties, including personal identities.

3.9 Data Analysis

Boone and Boone (2012) pointed out that the Interval measurement scale is used for the analysis of Likert scale data. The development of Likert scale items involves the computation of a composite score, which is derived from four or more Likert-type items. Therefore, it is essential to assess the composite score for Likert scales with an interval measurement scale.

For interval scale variables, it is recommended to employ descriptive statistics, namely the mean for central tendency and standard deviations for variability analysis. Relevant data analysis techniques for interval scale items encompass Pearson's ***r***, ANOVA,and regression procedures. Hence it is suggested to conduct following statistical analysis for this study;

3.9.1 Mean

McHugh and Hudson-Barr (2003, p. 113) described that The mean is a highly influential metric of central tendency. Paradoxically, its strength is also its weakness. It includes the precise score from each subject when calculating the measure of central tendency. Therefore, it is applicable in various mathematical operations and statistical examinations.

3.9.2 Standard deviation

Bhandari (2024) stated that the standard deviation denotes the mean degree of variability observed within a certain dataset. It computes the average deviation of each result from the mean. A high standard deviation signifies a significant divergence of data

from the mean, whereas a low standard deviation shows that the values are closely clustered around the mean.

3.9.3 Pearson's correlation coefficient *r*

Kader and Franklin (2008) described that examining the correlation between two quantitative variables is a fundamental topic in statistics. The Pearson correlation coefficient, represented as *r*, is frequently utilised as a measure to evaluate the strength and direction of the linear relationship between two quantitative variables.

3.9.4 Analysis of Variance (ANOVA)

Kim (2014) emphasised that the ANOVA method measures the ratio of variation attributable to differences among group means (between-group variance) compared to the average variance within groups (within-group variance). Henson (2015) states that ANOVA is a technique employed to analyse the main effects of individual components and their interactions.

3.9.5 Regression Analysis.

Sykes (1993) described that regression analysis is a statistical method employed to examine the relationships among variables. The researcher's aim is typically to determine a causal relationship between two variables.

3.9.6 PLS Regression (Partial Least Squares Regression).

Abdi (2010) described that the Partial Least Squares (PLS) regression, or projection on latent structures, is a statistical method that amalgamates and enhances the features of Principal Component Analysis (PCA) and multiple linear regression. The aim

is to forecast a set of outcome variables based on a set of input variables or predictors. It is particularly beneficial when forecasting a set of variables dependent on a comprehensive array of independent predictors. Its origin can be attributed to the domain of social sciences.

Sawatsky *et al.* (2015) described that statistical modelling strategies aim to comprehend the correlation between predictor (or observed) factors and response variables. Often, there is a relationship between the predictor variables, meaning that changes in the predictor(s) are caused by changes in a smaller number of underlying variables. The latent factors are the underlying predictor variables that are not directly observable. Partial least squares regression (PLSR) is a statistical method that is employed to derive linear combinations of the predictors, known as latent components, with the purpose of predicting one or more responses. One distinctive feature of PLSR is that the extracted factors explain both the variation in the predictors and the variation in the response. PLSR is attractive as a statistical technique because it is more adaptable compared to other prediction and regression techniques (e.g., it has minimal assumptions). The reason for this is that the focus is not primarily on comprehending the connections between predictor variables, but rather on extracting the underlying elements.

Tobias (1995) stated that PLSR is classified as a soft science application because to its suitability for datasets with a reasonably large number of variables, where constructing a comprehensive model that encompasses all variables would be excessively complex.

3.9.7 Structural Equation Modelling.

As stated by Byrne (2022), in the field of behavioural sciences, researchers frequently focus on investigating theoretical entities that are not directly observable. These intangible occurrences are referred to as latent variables, or factors. Since latent variables are not immediately observed, it logically follows that they cannot be directly measured. Therefore, the researcher must clearly and specifically identify the hidden variable of interest in relation to the actions that are supposed to reflect it.

De Carvalho (2014) states that structural equation modelling (SEM) considers the representation of interactions, nonlinear relationships, correlated independent variables, measurement errors, correlated error terms, and numerous latent independent variables, each quantified by multiple indicators.

Structural Equation Modelling (SEM) is a rigorous and advanced statistical technique increasingly utilised in scientific research to investigate and evaluate causal relationships among several variables. Structural equation models (SEMs) differentiate themselves from alternative modelling techniques by analysing both direct and indirect effects on predetermined causal relationships, as noted by Fan *et al.* (2016).

Shaheen *et al.* (2017) argue that Structural Equation Modelling (SEM) is highly valuable in several fields, such as behavioural and social sciences, because it aids in theory creation and enables the use of quantitative methodologies to address diverse research topics. Structural Equation Modelling (SEM) is used to analyse complicated models that involve several variables, including both postulated and unobserved variables. Dijkstra and Henseler (2015a, 2015b), in their publications, discussed the development of advanced Structural Equation Modelling (SEM) approaches that allow for the estimation of models incorporating both factors and components inside a single framework.

Hwang *et al.* (2021) defined Integrated Generalised Structured Component Analysis (IGSCA) as a complete statistical technique specifically developed for analysing models that contain both components and factors concurrently. The software combines generalised structured component analysis (GSCA) and its variant with measurement errors (GSCAM) to calculate parameters of component- and factor-models, such as loadings and path coefficients. Two simulation experiments evaluate the efficacy of IGSCA, demonstrating its ability to produce unbiased estimates in comparison to alternative methods, such as Partial Least Squares (PLSc). IGSCA consistently surpasses PLSc in a range of circumstances, including model specification and sample size. An empirical data application illustrates its efficacy in investigating the genetic factors contributing to depression.

Hwang *et al.* (2024) stated that the GSCA Pro is a software program that may be used independently. It is designed to estimate structural equation models using GSCA, GSCAM, and IGSCA. These models can be used to estimate factors only, components only, or both factors and components, respectively. The combination of these three approaches is referred to as GSCA SEM.

GSCA Pro software will be used for Structural Equation Modelling in this study.

3.10 Research Design Limitations

The research design of this study is constrained by certain limitations that should be taken into account while evaluating the results and implementing the findings. A major constraint is the utilisation of a non-probability sampling technique, which could restrict the applicability of the results. Non-probability sampling does not guarantee equal chances of selection for every individual in the population, which can result in sampling bias, potentially leading to under-representation or over-representation of particular

groups within the population. Furthermore, the intended audience is limited to individuals who work in Human Resources, such as professionals, business leaders, academics specialising in Human Resources, and consultants in the field of Human Resources. This limitation may exclude other pertinent stakeholders, such personnel from non-Human Resources disciplines, policymakers, or Human Resources technology specialists, who could offer useful perspectives.

The timing constraint of doing the data gathering within a narrow timeframe of two months (May - June 2024) may affect the comprehensiveness of the insights obtained. The limited duration for data collection and analysis may not comprehensively represent the continuous transformations in the post-pandemic work environment and the incorporation of contemporary technologies in Human Resources.

The study employs a seven-point Likert scale to assess attitudes and perspectives. However, further testing may be necessary to confirm the scale's reliability and validity in the unique context of post-pandemic Human Resources competences, despite its established reputation. The Likert scale may not comprehensively capture the complexity of the skill sets and mindsets necessary for achieving lasting organisational success. In addition, the study's emphasis on quantitative methodologies, although beneficial for statistical analysis, may fail to consider qualitative subtleties that could offer more profound understanding of the intricacies of Human Resources capabilities. Utilising a mixed-methods approach, which includes qualitative interviews or focus groups, would have yielded a more comprehensive comprehension of the issues under consideration.

Another constraint is to the external validity of the findings. The study is context-dependent, and the findings may not be readily applicable to other locations or sectors. With the rapid evolution of the post-pandemic period and the incorporation of modern technology in Human Resources, the competences that are considered vital today may

alter in response to emerging issues and innovations. In addition, the application of statistical techniques such as Pearson's *r*, ANOVA, and regression analysis relies on the assumption that the data satisfy specific requirements, such as normal distribution and equal variances.

Additionally, there is a potential for overgeneralisation in the results, since the study seeks to prioritise skill sets and Mindsets based on the feedback from various respondent groups. Nevertheless, the presence of variety within these groups can give rise to different understandings of the essential Human Resources competencies , which could potentially lead to generalising the findings to all HR practitioners or organisational contexts in a way that is too broad.

Ultimately, the rank order of Skill sets and Mind Sets is essentially subjective and relies on the viewpoints of the individuals being surveyed. The outcomes may vary due to respondents prioritising different competencies based on their own experiences and professional circumstances.

To summarise, these limitations emphasise the importance of exercising caution when interpreting the findings of the study. Conducting additional study that encompasses a wider range of factors and employs a variety of research methods may help overcome these constraints. This would result in a more thorough comprehension of competencies necessary for organisations to achieve long-term success in the aftermath of the pandemic.

3.11 Conclusion

This study seeks to address an important issue in Human Resources by identifying and ranking the specific skills and attitudes required for long-term organisational success in the post-pandemic period. The study aims to investigate these qualities using a

quantitative methodology, utilising a seven-point Likert scale to collect data from a specific group of individuals including Human Resources professionals, business leaders, academicians, and consultants.

Although the research design provides a systematic approach to identifying important Human Resources competencies, it is also open to several constraints. Utilising non-probability sampling may restrict the applicability of the results, and the emphasis on specific groups of participants may exclude useful viewpoints from other pertinent stakeholders. The limited duration for data collection and analysis, along with the dependence on quantitative approaches, may restrict the depth and comprehensiveness of the insights obtained. Furthermore, the conclusions of the study are contingent on the specific circumstances and may not be readily applicable to different sectors or geographical areas, especially considering the ongoing changes in the post-pandemic work environment.

The heterogeneity in the results, caused by the subjective nature of prioritising skill sets and mindsets based on respondent feedback, could potentially lead to overgeneralisation if not taken with caution. Although there are limitations, this research has the capacity to offer valuable insights into the skills needed for effective Human Resources practice in the future. It can provide guidance to Human Resources Professionals, Business Leaders, Accadamecians and Consultants in Human Resources Demain as they face the challenges of the changing workplace. Additional research that encompasses a wider range of topics and utilises a variety of different methods could significantly improve our comprehension of these essential capabilities.

CHAPTER IV:

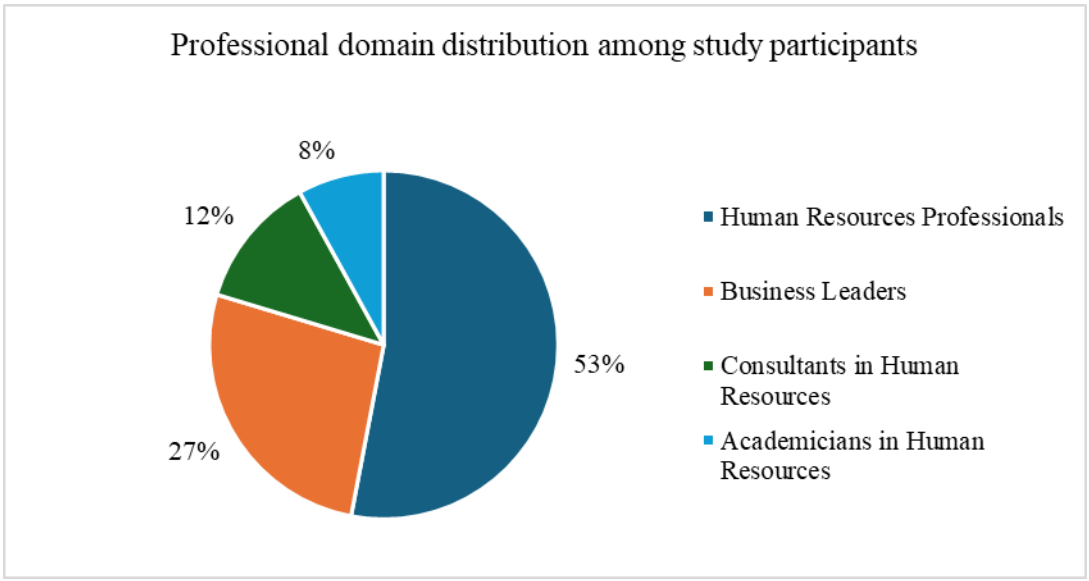
RESULTS

4.1 Demographic Details of Respondents

4.1.1 Professional Domain Distribution among Study Participants

A sample size of 300 individuals was selected from four different groups, ensuring a thorough and detailed understanding of the research topic. The study guarantees inclusion of individuals from specific demographic and professional groups, which enables detailed analysis of the factors being studied. Figure 4.1.1 provides the distribution of participants according to their professional domains.

Figure 4.1.1 Professional Domain Distribution among Study Participants



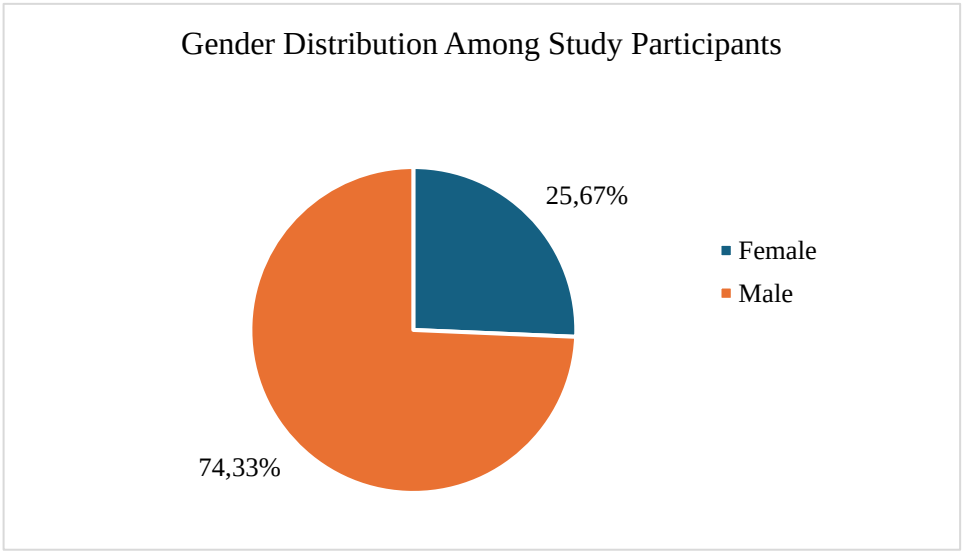
The figure 4.1.1 illustrates that the distribution of professional domains among research participants is as follows: Out of the total participants, 53% are professionals in the field of Human Resources (159 participants), 26.67% are Business Leaders (80

participants), 12.33% are Consultants on Human Resources (37 participants), and 8% are Academicians on Human Resources (24 participants).

4.1.2: Gender Distribution among Study Participants

Figure 4.1.2 displays the gender distribution among the participants in the study, emphasising the demographics of the sample population. This data is necessary for comprehending and determining the representativeness of the gender balance within the study.

Figure 4.1.2 Gender Distribution among Study Participants



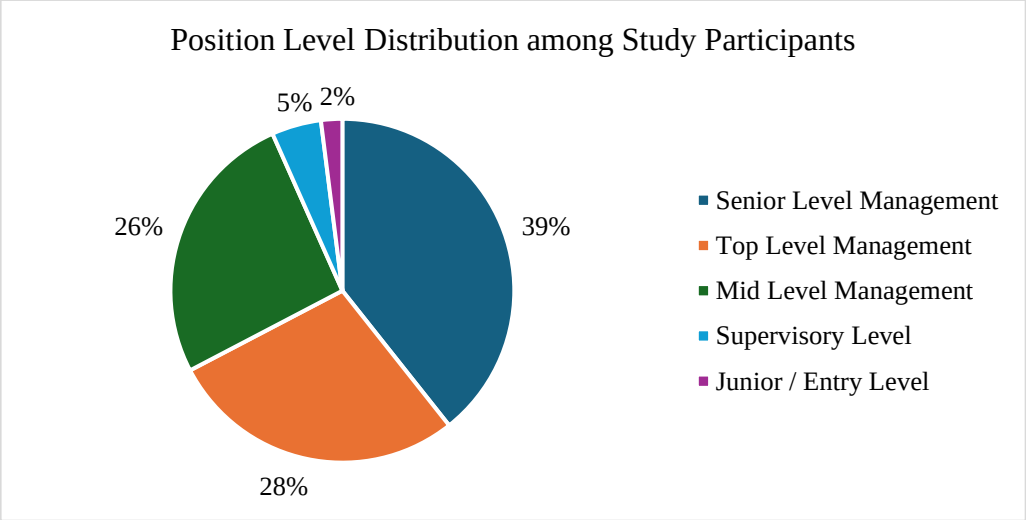
The figure 4.1.2 illustrate that the study participants were distributed by gender as follows: 25.67% (77 participants) were female and 74.33% (223 participants) were male, making a total of 300 participants.

4.1.3: Position Level Distribution among Study Participants

Figure 4.1.3 represents the distribution of position levels among the study participants in their respective organisations. This table offers useful insights into the

hierarchical structure of the sample population, encompassing positions ranging from entry-level roles to senior management. Examining the distribution of position levels is crucial for comprehending the range of viewpoints and experiences inside the study.

Figure 4.1.3 Position Level Distribution among Study Participants

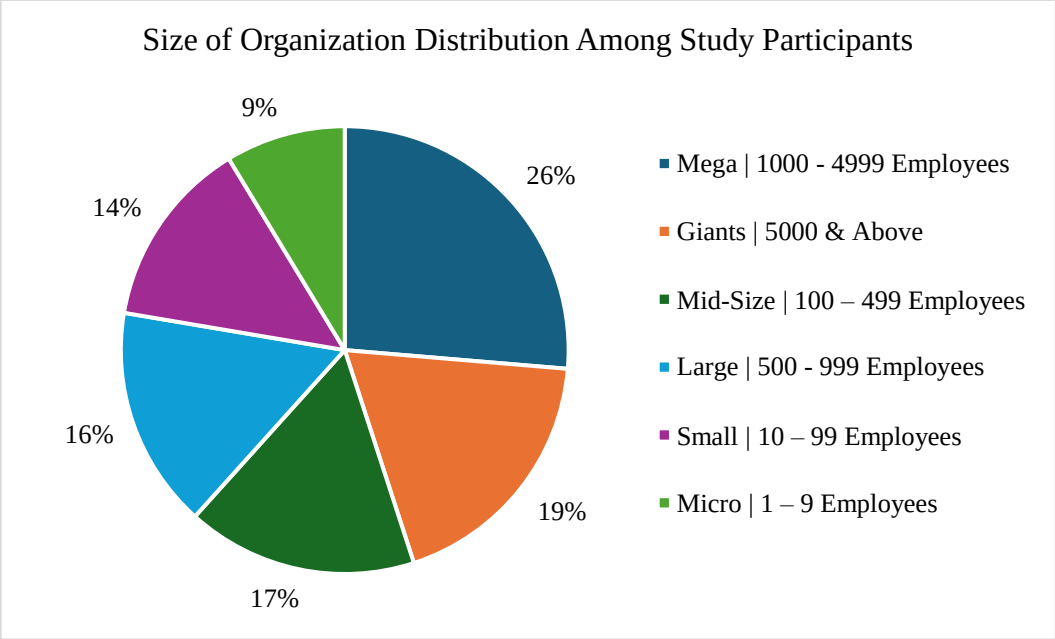


The figure 4.1.3 shows that the total of 300 participants, who were divided across different organisational levels. The Senior Level Management consisted of 39.33% of the participants, which is equivalent to 118 individuals. The Top Level Management accounted for 28.00% of the participants, or 84 individuals. The Mid-Level Management represented 26.00% of the participants, which is equivalent to 78 individuals. The Supervisory Level was comprised of 4.67% of the participants, with a total of 14 individuals. The Junior/Entry Level category consisted of 2.00% of the participants, with a total of 6 individuals.

4.1.4: Size of Organization Distribution among Study Participants

The distribution of organisation sizes among study participants is presented in figure 4.1.4 This figure classifies participants according to the scale of their organisations, spanning from micro firms to giant multinationals. An essential aspect of understanding the impact of organisational scale on the study's findings is to comprehend the distribution of organisation sizes.

Figure 4.1.4 Size of Organization Distribution among Study Participants



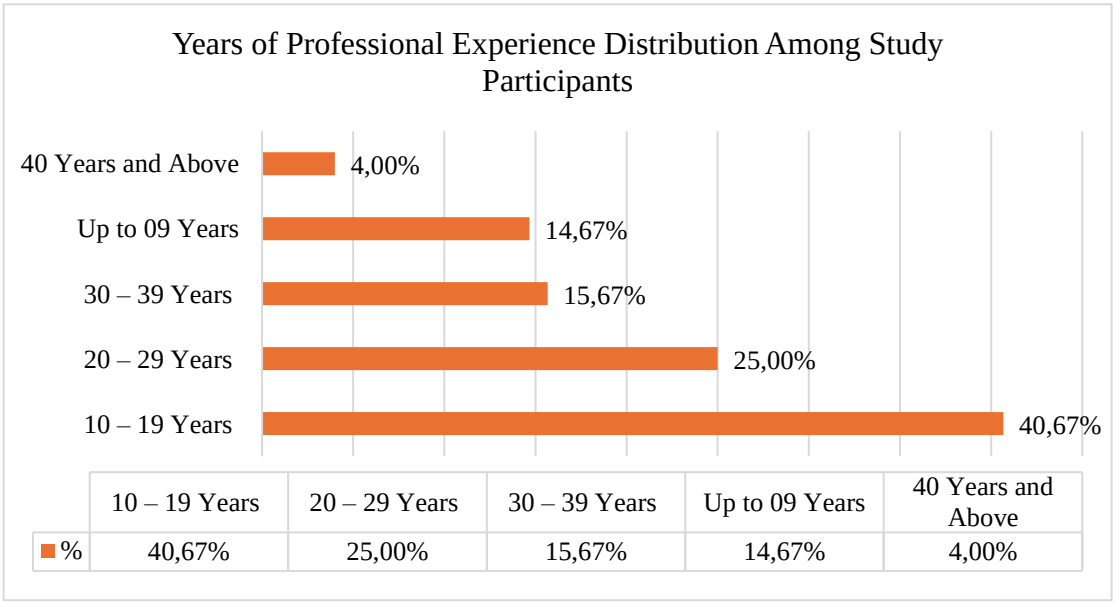
The figure 4.1.4 illustrate that the distribution of study participants' organisation sizes as follows: The category of Giants, which includes companies with 5000 or more employees, accounts for 18.67% of the participants, with a total of 56 participants. The Mega category, which consists of companies with 1000-4999 employees, represents 26.33% of the participants, with a total of 79 participants. The Mid-Size category, which includes companies with 100-499 employees, represents 16.67% of the participants, with

a total of 50 participants. The Large category, which consists of companies with 500-999 employees, makes up 16.00% of the participants, with a total of 48 participants. The Small category, which includes companies with 10-99 employees, constitutes 13.67% of the participants, with a total of 41 participants. Finally, the Micro category, which consists of companies with 1-9 employees, includes 8.67% of the participants, with a total of 26 participants.

4.1.5: Years of Experience Distribution among Study Participants

Figure 4.1.5 shows the distribution of the number of years of professional experience among the participants of the study. This table classifies individuals according to their length of professional experience, spanning from early-career professionals to those with extensive expertise. Examining the distribution of professional experience is crucial for comprehending the varied degrees of competence and knowledge among the participants in the study.

Figure 4.1.5 Years of Experience Distribution among Study Participants

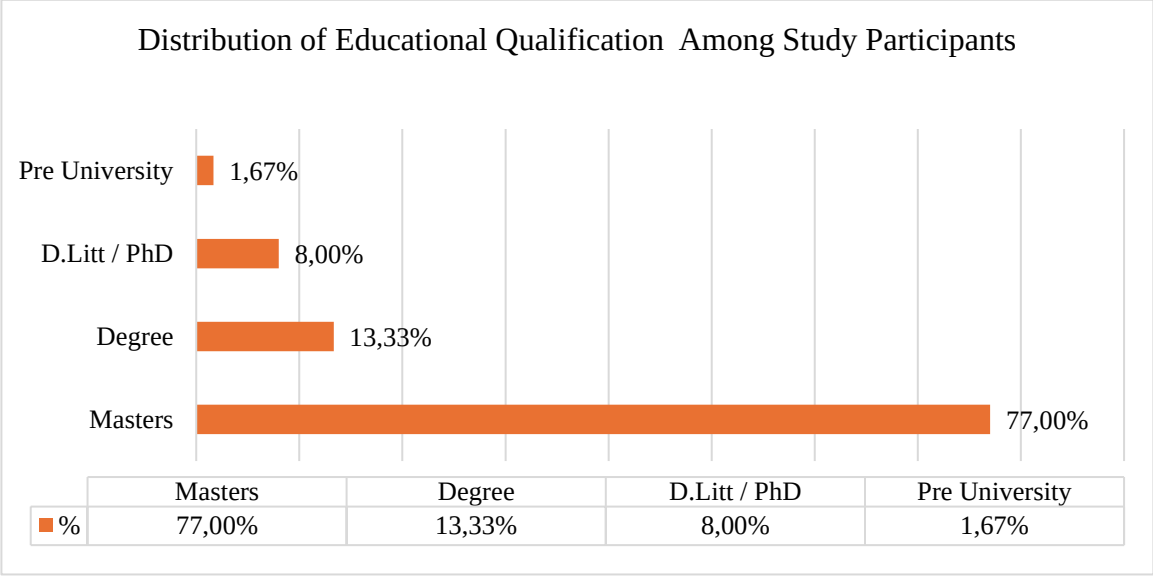


The figure 4.1.5 dispays that the distribution of study participants' professional experience as follows: Out of the 300 participants in the study, 40.67% have 10 to 19 years of experience (122 participants), 25.00% have 20 to 29 years of experience (75 participants), 15.67% have 30 to 39 years of experience (47 participants), 14.67% have up to 9 years of experience (44 participants), and 4.00% have 40 years or more of experience (12 participants).

4.1.6: Distribution of Educational Qualification among Study Participants

Figure 4.1.6 displays the distribution of educational qualities among the participants of the study. This table classifies individuals according to their educational attainment, spanning from Pre-University to D.Litt / PhD.

Figure 4.1.6 Distribution of Educational Qualification among Study Participants



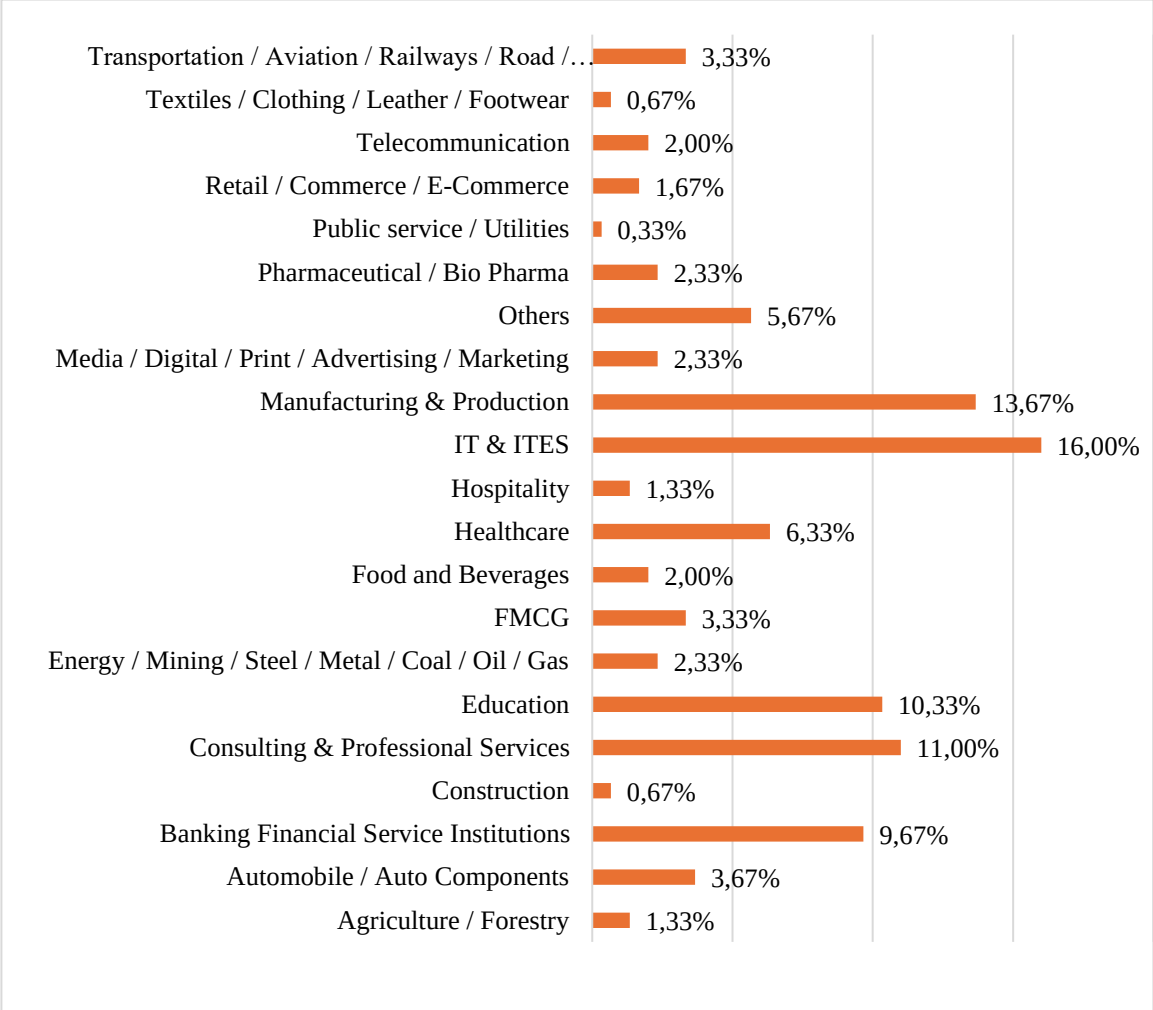
The figure 4.1.6 shows that the study participants' educational qualifications are distributed as follows: Out of the 300 participants in the study, 77.00% have a Master's

degree (231 participants), 13.33% have a Bachelor's degree (40 participants), 8.00% have a D.Litt or PhD (24 participants), and 1.67% have a pre-university level education (5 participants).

4.1.7: Distribution of industry sectors among study participants

The industry sectors of the study participants are displayed in figure 4.1.7. This categorises participants based on their respective sectors, providing perspective of the professionals from diverse industry backgrounds included in the study.

Figure 4.1.7 Distribution of industry sectors among study participants



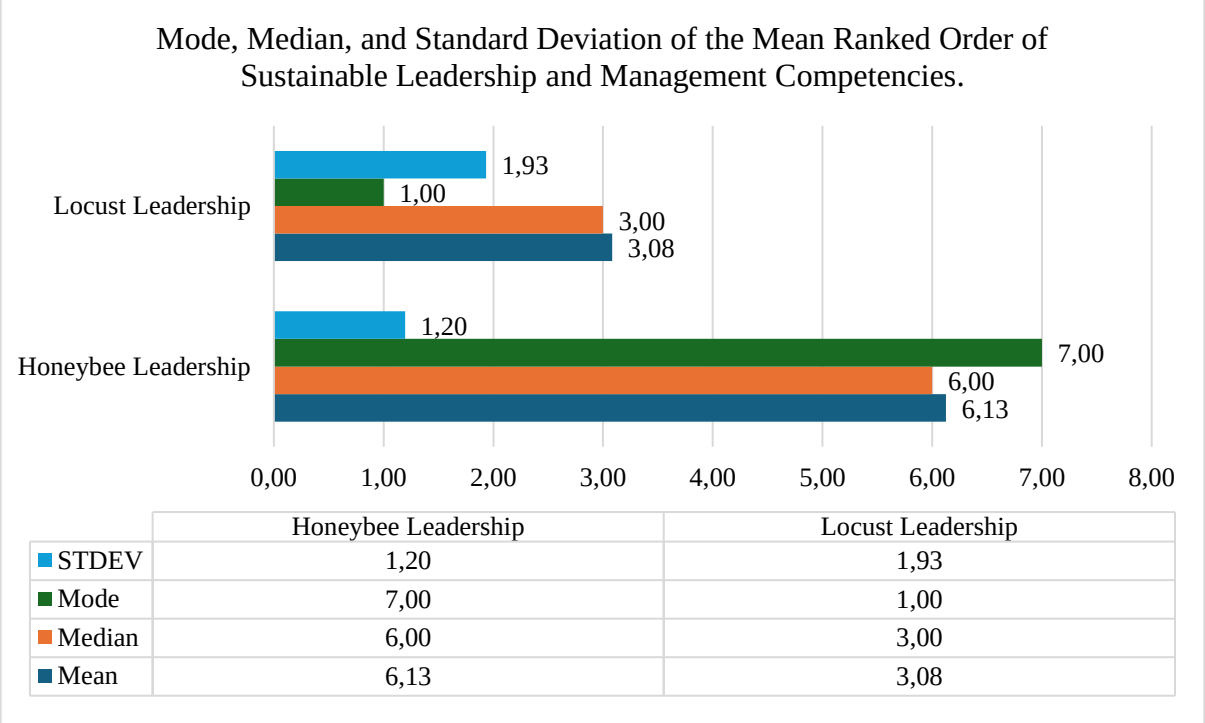
The figure 4.1.7 illustrate that the study participants include individuals from several industry sectors, with the IT & ITES sector having the largest number of participants. Specifically, there are 48 persons from this area, which accounts for 16% of the total. Manufacturing & Production comes next with 41 participants, making up 13.67% of the total, followed by Consulting & Professional Services with 33 people, representing 11%. Education is likewise well-represented with 31 participants, making up 10.33% of the total. Banking Financial Service Institutions, on the other hand, account for 29 participants, which is equivalent to 9.67%. Additional noteworthy industries comprise Healthcare, accounting for 6.33% of the total, Others at 5.67%, and Automobile / Auto Components at 3.67%. The data emphasises the diverse industry backgrounds of the participants in the study.

4.2 Participants Response on Leadership Style

4.2.1 Locust & Honeybee Leadership

Figure 4.2.1 presents the ranking of different leadership styles as determined by the 300 participants in the study. This table offers a comprehensive understanding of the participants' preferred leadership styles. The table presents the leadership styles in a sequential manner, highlighting the styles that are highly regarded or acknowledged by the respondents. This provides a concise overview of the leadership preferences within the sample group. The rank order was created based on the mean values of the score obtained using a 7-point Likert scale, where 1 represents the lowest rating and 7 represents the highest rating.

Figure 4.2.1 Order of Leadership Style attributes ranked by the respondents



	Honeybee Leadership	Locust Leadership
STDEV	1,20	1,93
Mode	7,00	1,00
Median	6,00	3,00
Mean	6,13	3,08

The data in Figure 4.2.1 shows that the figures offer useful insights into the Honeybee and Locust leadership styles, based on their statistical evaluations. The Honeybee Leadership has a mean score of 6.13, a median score of 6.00, a mode of 7.00, and a standard deviation (STDEV) of 1.20. This indicates that the ratings are both high and consistent. However, Locust Leadership has a mean score of 3.08, a median score of 3.00, a mode of 1.00, and a larger measure of variability with a standard deviation of 1.93. This indicates that there is more variability and lower overall ratings.

4.3 Participants Response on Leadership Attributes

4.3.1 Order of mindset attributes ranked by the respondents

Table 4.3.1 displays the respondents' ranking of mindset, determined by the mean scores given to each attribute. This table presents a brief summary of the mindsets that

are regarded as the most significant or prevalent among the participants of the survey. The table provides useful insights into the collective thinking priorities and views of the respondents. This allows for a deeper understanding of which attributes are considered most influential or significant in the study.

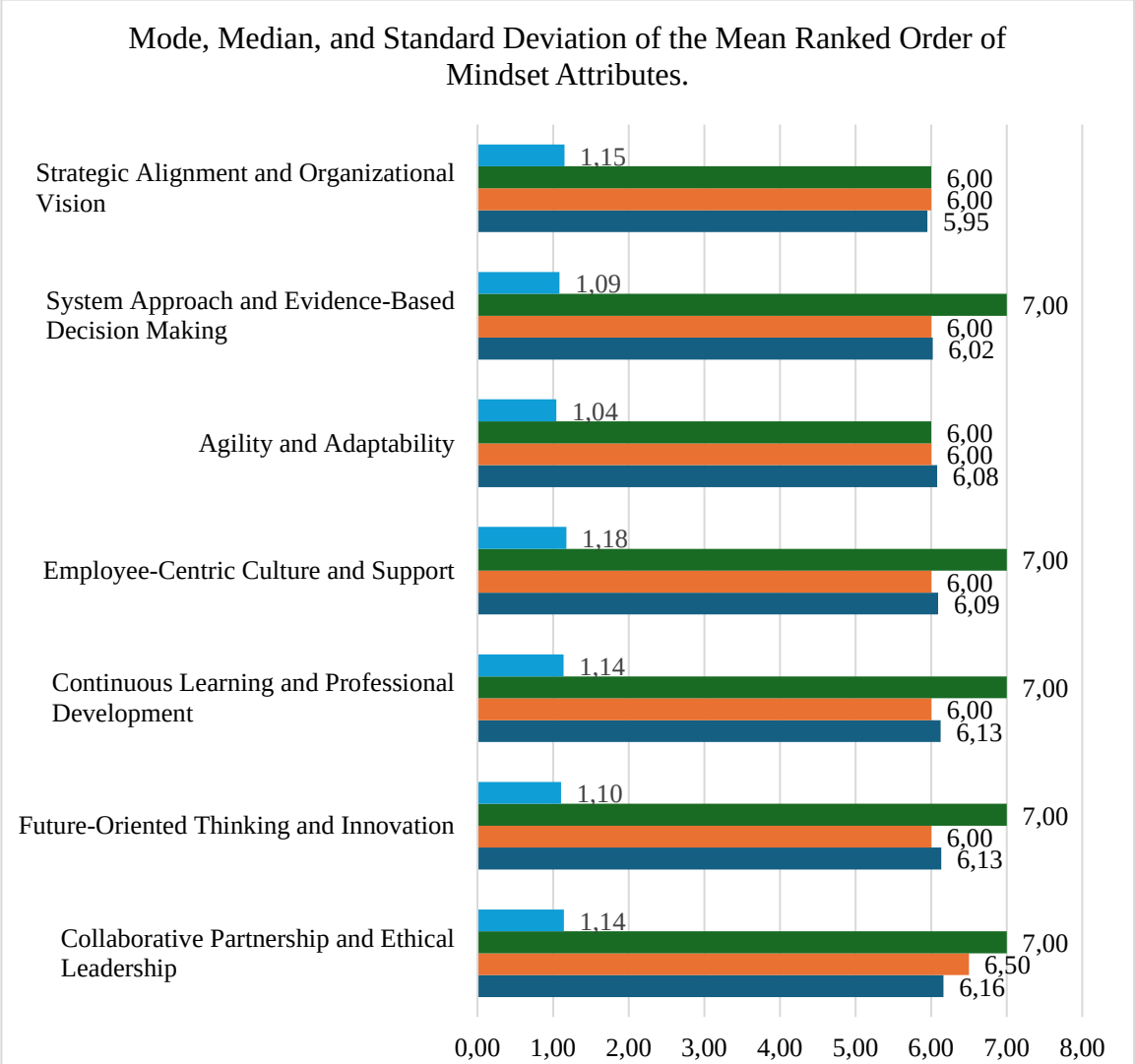
Table 4.3.1 Order of mindset attributes ranked by the respondents

Rank	Mind Set Attributes	Mean
1	Collaborative Partnership and Ethical Leadership	6.16
2	Future-Oriented Thinking and Innovation	6.13
3	Continuous Learning and Professional Development	6.13
4	Employee-Centric Culture and Support	6.09
5	Agility and Adaptability	6.08
6	System Approach and Evidence-Based Decision Making	6.02
7	Strategic Alignment and Organizational Vision	5.95

The study identifies Collaborative Partnership and Ethical Leadership as the highest-ranked mindset attribute, with a mean score of 6.16. This is followed closely by Future-Oriented Thinking and Innovation, as well as Continuous Learning and Professional Development, both with a mean score of 6.13. Employee-Centric Culture and Support received a mean score of 6.09, while Agility and Adaptability scored slightly lower at 6.08. The mindset attributes of System Approach and Evidence-Based Decision Making and Strategic Alignment and Organisational Vision received mean scores of 6.02 and 5.95, respectively.

The following figure 4.3.1 represents the Mode, Median, and Standard Deviation of the Mean Ranked Order of Mindset Attributes.

Figure 4.3.1 Basic Statistics of the order of mindset attributes ranked by respondents



	Collaborative Partnership and Ethical Leadership	Future-Oriented Thinking and Innovation	Continuous Learning and Professional Development	Employee-Centric Culture and Support	Agility and Adaptability	System Approach and Evidence-Based Decision Making	Strategic Alignment and Organizational Vision
STDEV	1,14	1,10	1,14	1,18	1,04	1,09	1,15
Mode	7,00	7,00	7,00	7,00	6,00	7,00	6,00
Median	6,50	6,00	6,00	6,00	6,00	6,00	6,00
Mean	6,16	6,13	6,13	6,09	6,08	6,02	5,95

The data in Figure 4.3.1 shows that the 'Collaborative Partnership and Ethical Leadership Mindset' has a median of 6.50, a mean of 7.00, and a standard deviation (STDEV) of 1.14. These statistics indicate that this mindset plays a crucial role. The attributes 'Future-Oriented Thinking', 'Continuous Learning,' and 'Employee-Centric Culture' all have a median score of 6.00 and a mode score of 7.00. The standard deviation (STDEV) for these attributes ranges from 1.10 to 1.18, indicating their relevance and moderate variability. The ratings for 'Agility and Adaptability' are consistently rated with a median and mode of 6.00 and a standard deviation (STDEV) of 1.04.

4.3.2 Order of skillset attributes ranked by the respondents

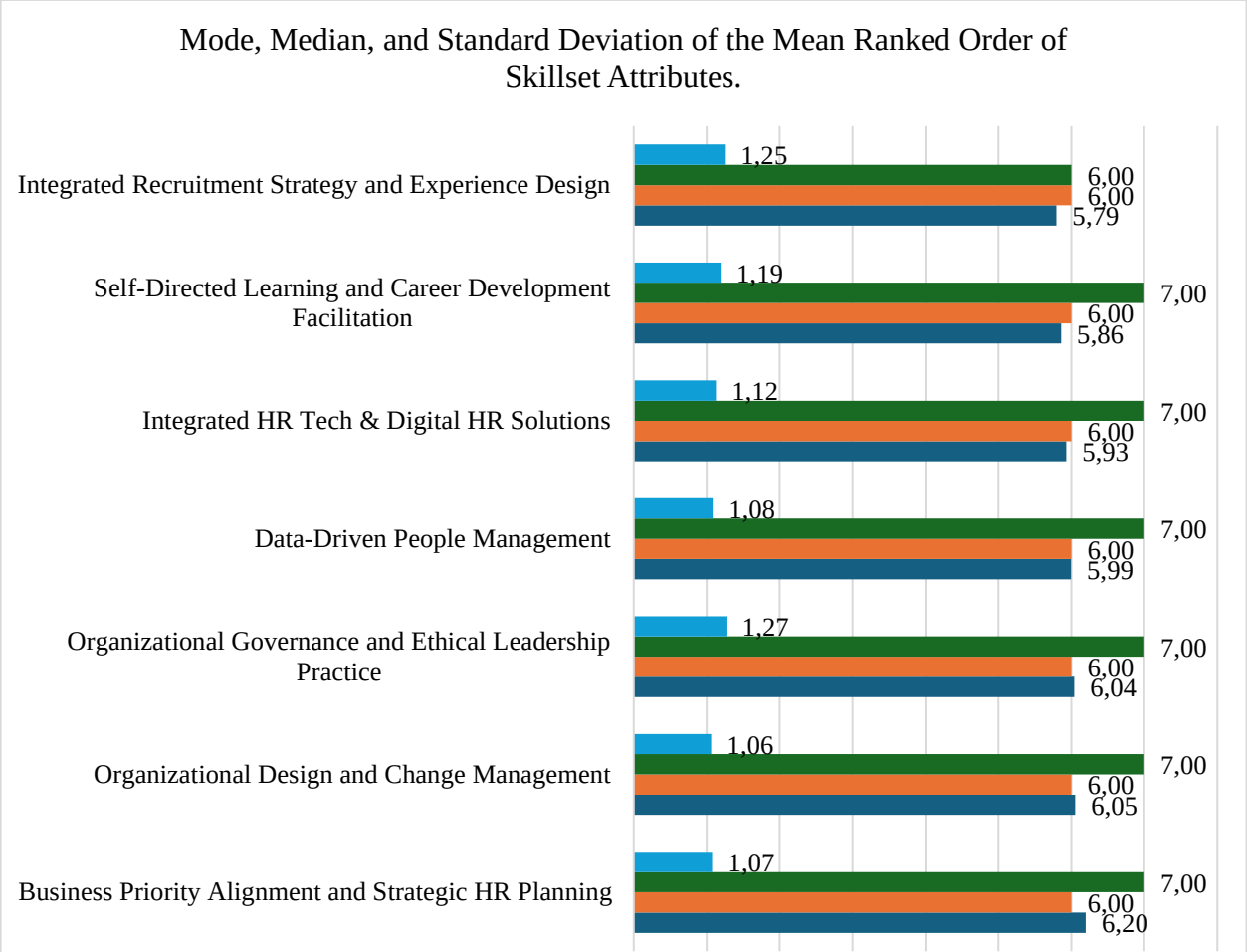
Table 4.3.2 presents the specific skillsets ranked by respondents, based on the mean scores attributed to each skillset. The research focusses on determining what skills are considered the most significant.

Table 4.3.2 Order of skillset attributes ranked by the respondents

Rank	Skill Set Attributes	Mean
1	Business Priority Alignment and Strategic HR Planning	6.20
2	Organizational Design and Change Management	6.05
3	Organizational Governance and Ethical Leadership Practice	6.04
4	Data-Driven People Management	5.99
5	Integrated HR Tech & Digital HR Solutions	5.93
6	Self-Directed Learning and Career Development Facilitation	5.86
7	Integrated Recruitment Strategy and Experience Design	5.79

The following figure 4.3.2 represents the Mode, Median, and Standard Deviation of the Mean Ranked Order of Skillset Attributes.

Figure 4.3.2 Basic Statistics of the order of skillset attributes ranked by respondents



	Business Priority Alignment and Strategic HR Planning	Organizational Design and Change Management	Organizational Governance and Ethical Leadership Practice	Data-Driven People Management	Integrated HR Tech & Digital HR Solutions	Self-Directed Learning and Career Development Facilitation	Integrated Recruitment Strategy and Experience Design
STDEV	1,07	1,06	1,27	1,08	1,12	1,19	1,25
Mode	7,00	7,00	7,00	7,00	7,00	7,00	6,00
Median	6,00	6,00	6,00	6,00	6,00	6,00	6,00
Mean	6,20	6,05	6,04	5,99	5,93	5,86	5,79

The figure 4.3.2 demonstrates that the mean scores vary from 5.79 to 6.20, suggesting a tight ranking among the competencies. Business Priority Alignment and Strategic HR Planning scored the highest mean rank. The median remains continuously at 6.00 for all criteria, except for Integrated Recruitment Strategy and Experience Design, where it corresponds to a lower mean score. The majority of competences have a median of 7.00, indicating a frequent high ranking. The standard deviation values, ranging from 1.06 to 1.27, indicate diversity in the replies. Among these, Organisational Governance and Ethical Leadership Practice have the biggest dispersion.

In addition to the Mind Set Ranking and Skill Set Ranking, the respondent prioritised the traits that come within the following categories;

- Mastery at the Intersection of People and Business
- Leadership Skills: Experience and Timing

4.3.3 Mastery at the Intersection of People and Business Category

Table 4.3.3 presents the specific leadership attributes, mapped under the Mastery at the Intersection of People and Business Category, ranked by respondents based on the mean scores attributed to each competency.

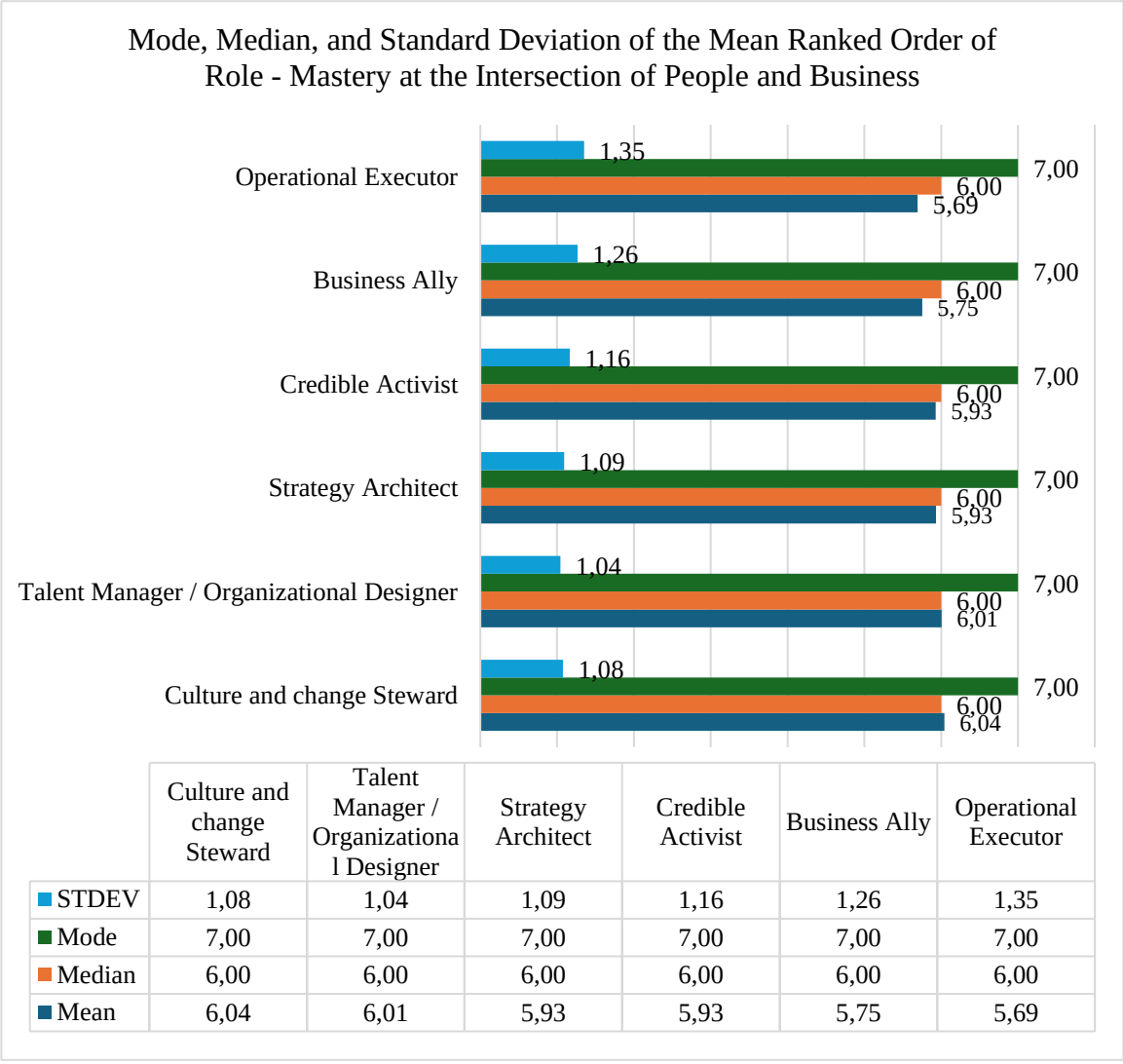
Table 4.3.3 Order of leadership attributes ranked by the respondents under Mastery at the Intersection of People and Business Category

Rank	Competencies and attributes	Mean
1	Culture and change Steward	6.04
2	Talent Manager / Organizational Designer	6.01
3	Strategy Architect	5.93
4	Credible Activist	5.93

5	Business Ally	5.75
6	Operational Executor	5.69

The following figure 4.3.3 represents the Mode, Median, and Standard Deviation of the Mean Ranked Order of leadership attributes.

Figure 4.3.3 Basic Statistics of the Order of leadership attributes ranked by the respondents under Mastery at the Intersection of People and Business Category



	Culture and change Steward	Talent Manager / Organizational Designer	Strategy Architect	Credible Activist	Business Ally	Operational Executor
STDEV	1,08	1,04	1,09	1,16	1,26	1,35
Mode	7,00	7,00	7,00	7,00	7,00	7,00
Median	6,00	6,00	6,00	6,00	6,00	6,00
Mean	6,04	6,01	5,93	5,93	5,75	5,69

The data presented in figure 4.3.3 shows that the mean scores for the six competency traits, which range from 5.69 to 6.04, indicate a close ordering among the

competencies. The roles of Culture and Change Steward and Talent Manager / Organisational Designer obtained the highest mean rank. The median consistently remains at 6.00 for most roles, indicating a consistent tendency towards a standardised level of proficiency. In addition, the mode of 7.00 for all skills signifies a consistently high ranking. The range of standard deviation values, which span from 1.04 to 1.35. Out of all the roles, the Operational Executor role has the highest dispersion.

4.3.4 Leadership Skills: Experience and Timing Category

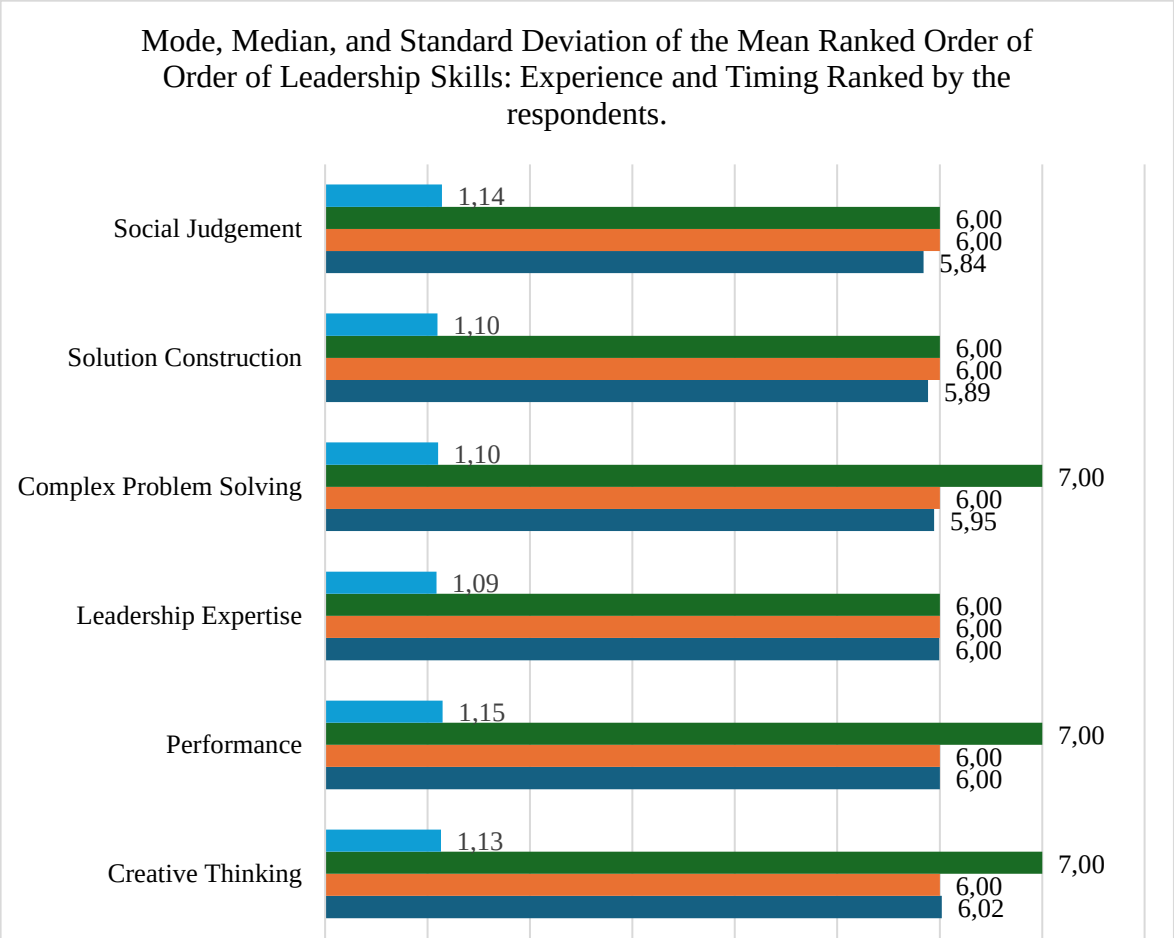
Table 4.3.4 classifies necessary leadership abilities, needed at different phases of a career within an organisation, through order of mean ranking. It evaluates particular skills and experiences according to their significance, with the 'Highest Rated' ones considered as 'Most Relevant.' This rating facilitates the identification of essential leadership qualities for various stages of a career.

Table 4.3.4 Order of leadership attributes ranked by the respondents under Leadership Skills: Experience and Timing Category

Rank	Skill Set Attributes	Mean
1	Creative Thinking	6.02
2	Performance	6.00
3	Leadership Expertise	6.00
4	Complex Problem Solving	5.95
5	Solution Construction	5.89
6	Social Judgement	5.84

The following figure 4.3.4 represents the Mode, Median, and Standard Deviation of the Mean Ranked Order of leadership attributes.

Figure 4.3.4 Basic Statistics of the Order of leadership attributes ranked by the respondents under Leadership Skills: Experience and Timing Category



	Creative Thinking	Performance	Leadership Expertise	Complex Problem Solving	Solution Construction	Social Judgement
STDEV	1,13	1,15	1,09	1,10	1,10	1,14
Mode	7,00	7,00	6,00	7,00	6,00	6,00
Median	6,00	6,00	6,00	6,00	6,00	6,00
Mean	6,02	6,00	6,00	5,95	5,89	5,84

The figure 4.3.4 presents a comprehensive analysis of six crucial competency traits of an organisation, arranged in order of their mean values. Creative Thinking has the greatest mean score of 6.02, while Social Judgement has the lowest mean score of 5.84. The majority of traits have a mode of 7.00. However, Leadership Expertise and Solution Construction have a mode of 6.00. The range of standard deviation values is between 1.09 and 1.15, indicating moderate level of variability in the responses for these attributes.

4.4 Competency Rating Consolidation

This study emphasises on prioritising the competencies necessary for Human Resources Professionals to attain sustainable organisational success. By conducting an extensive analysis of existing literature, 28 essential skills were identified, which encompassed two prevailing approaches to leadership. The competences are classified into five distinct areas: The topics covered are: (1) Sustainable Leadership and Management Competencies, (2) HR Competencies: Proficiency in the Integration of People and Business, (3) Leadership Skills: Expertise and Timing, (4) Skill Sets, and (5) Mind Sets.

The survey includes a sample of 300 persons divided into four groups: (1) Human Resources Professionals, (2) Business Leaders, (3) Human Resources Consultants, and (4) Human Resources Academicians. The research methodology aims to prioritising these competencies and establish their relative significance, through ranking. The results, compiled in Table 4.4, present a consolidated order mean ranking, providing useful understanding of the competencies that Human Resources professionals need to develop in order to promote organisational sustainability and achievement.

Table 4.4 Consolidated Order of Competencies Ranked by the respondents

Rank	Sustainable Leadership and Management Competencies
1	Honeybee Leadership
2	Locust Leadership
Rank	Mind Set
1	Collaborative Partnership and Ethical Leadership Mindset
2	Future-Oriented Thinking and Innovation
3	Continuous Learning and Professional Development
4	Employee-Centric Culture and Support
5	Agility and Adaptability
6	System Approach and Evidence-Based Decision Making
7	Strategic Alignment and Organizational Vision
Rank	Skill Set
1	Business Priority Alignment and Strategic HR Planning
2	Organizational Design and Change Management
3	Organizational Governance and Ethical Leadership Practice
4	Data-Driven People Management
5	Integrated HR Tech & Digital HR Solutions
6	Self-Directed Learning and Career Development Facilitation
7	Integrated Recruitment Strategy and Experience Design
Rank	Mastery at the Intersection of People and Business
1	Culture and change Steard
2	Talent Manager / Organizational Designer
3	Strategy Architect

4	Credible Activist
5	Business Ally
6	Operational Executor
Rank	Leadership Skills: Experience and Timing
1	Creative Thinking
2	Performance
3	Leadership Expertise
4	Complex Problem Solving
5	Solution Construction
6	Social Judgement

4.5 Analysis of Leadership Attributes

4.5.1 Relationship Analyses of Human Resources Competencies (Locust Leadership and Honeybee Leadership Style)

In addition to the consolidation of order of competencies ranked by the respondents, it is necessary to comprehend the relationships and variations between key competencies needed for successful leadership in Human Resources, with the goal of offering valuable perspectives for sustainable organisational success. The study aims to reveal underlying patterns in leadership and competency effectiveness by integrating several statistical methods. The research technique incorporates various essential statistical analyses. The Pearson's correlation coefficient is used to analyse the correlation between the leadership styles of Locust and Honeybee, as well as their correlation with the competencies identified and mapped under four categories: Mind Set, Skill Set, Mastery at the Intersection of People and Business, and Leadership Skills: Experience and Timing.

Furthermore, an Analysis of Variance (ANOVA) is performed to assess and evaluate the influence of these two leadership styles, as well as to analyse variations across four unique competency categories. Finally, regression analyses are conducted to investigate the correlations between the competencies categorised into four groups and the leadership styles categorised under Sustainable Leadership and Management Competencies, evaluating the extent to which one can predict the other. The research seeks to achieve a thorough comprehension of the correlation between distinct leadership styles and various Human Resources competencies, as well as their potential mutual influence, by incorporating these statistical techniques. This technique aims to provide strategic insights for optimising Human Resources roles to achieve maximum organisational impact.

The philosophy of Locust prioritises profit above all else, frequently utilising brutal strategies and neglecting ethical and environmental considerations. The emphasis on immediate results can result in negative consequences in the long run and tarnish the reputation. Conversely, Honeybee Leadership places a high importance on sustainability and the welfare of stakeholders, which encompasses communities and the environment. Honeybee leaders guarantee long-term success and resilience by promoting cooperation and creativity. Embracing Honeybee Leadership entails aligning corporate objectives with society demands, thereby generating a favourable and enduring influence, and guaranteeing the responsible prosperity of firms in an ever more aware world. This strategy is crucial for the implementation of sustainable and ethical business practices.

4.5.1 Correlation between Locust Leadership and Honeybee Leadership Style.

Table 4.5.1 presents the correlation between Locust Leadership and Honeybee Leadership Style.

Table 4.5.1 Correlation between Locust Leadership and Honeybee Leadership Style.

Parameters / Attributes		Correlation
Locust Leadership	Honeybee Leadership	-0.17

The correlation coefficient between Locust Leadership and Honeybee Leadership Style is -0.17 and this indicates a week negative relationship. This signals that as one leadership style increases, the other leadership style tends to decline.

4.5.2 Correlation between Locust Leadership and Competency Attributes.

Table 4.5.2 displays the correlation study between Locust Leadership and Competency attributes, classified into Mastery at the Intersection of People and Business, Leadership Skills: Experience and Timing, Skillset Category, and Mindset Category. The analysis provides insights into the compatibility of Locust Leadership with the specified competencies.

Table 4.5.2 Correlation between Locust Leadership and Competency Attributes

Rank	Parameters / Attributes	Correlation
Mastery at the Intersection of People and Business Category		
1	Culture and change Steward	-0.12
2	Talent Manager / Organizational Designer	0.03
3	Strategy Architect	0.03
4	Credible Activist	-0.12
5	Business Ally	-0.01
6	Operational Executor	0.20
Leadership Skills: Experience and Timing Category		
1	Creative Thinking	0.04
2	Performance	-0.02

3	Leadership Expertise	-0.07
4	Complex Problem Solving	0.04
5	Solution Construction	0.02
6	Social Judgement	-0.07
Skillset Category		
1	Business Priority Alignment and Strategic HR Planning	-0.09
2	Organizational Design and Change Management	-0.04
3	Organizational Governance and Ethical Leadership Practice	-0.09
4	Data-Driven People Management	0.04
5	Integrated HR Tech & Digital HR Solutions	0.02
6	Self-Directed Learning and Career Development Facilitation	0.06
7	Integrated Recruitment Strategy and Experience Design	0.06
Mindset Category		
1	Collaborative Partnership and Ethical Leadership Mindset	-0.03
2	Future-Oriented Thinking and Innovation	-0.09
3	Continuous Learning and Professional Development	0.00
4	Employee-Centric Culture and Support	-0.05
5	Agility and Adaptability	-0.12
6	System Approach and Evidence-Based Decision Making	0.04
7	Strategic Alignment and Organizational Vision	-0.13

Table 4.5.2 shows that The Locust Leadership style emphasises the importance of effectively carrying out operations, as evidenced by the positive correlation (0.20) with the ‘Operational Executor’ trait. Nevertheless, the rapid pace and emphasis on change can

have a detrimental influence on traits such as ‘Credible Activist’ and ‘Culture and Change Steward’ (-0.12). The Locust Leadership style prioritises ‘Creative Thinking’ and ‘Complex Problem-Solving’, which exhibit a positive correlation (0.04). This correlation reflects the style's emphasis on inventive ideas and capacity to adapt to changing situations. Nevertheless, the negative correlation of -0.07 for ‘Social Judgement’ implies that the high-speed characteristic of this leadership style may occasionally undermine the thorough evaluation of social dynamics, and the knowledge needed for difficult decision-making.

Locust Leadership style has a positive impact on traits such as ‘Self-Directed Learning and Career Development Facilitation’ and ‘Integrated Recruitment Strategy and Experience Design’ (0.06). However, the negative correlation of -0.09 for ‘Organisational Governance and Ethical Leadership Practice’ implies that there may be difficulties in upholding ethical governance. Locust Leadership advocates for ‘System Approach and Evidence-Based Decision Making’, as demonstrated by the positive correlation (0.04). The negative correlation of -0.13 between ‘Strategic Alignment and Organisational Vision’ indicates that although the leadership style is highly adaptable, it may face challenges in sustaining consistent strategic alignment and long-term vision.

4.5.3 Correlation between Honeybee Leadership and Competency Attributes

Table 4.5.3 illustrates the correlation analysis between Honeybee Leadership and Competency attributes, categorised into Mastery at the Intersection of People and Business, Leadership Skills: Experience and Timing, Skillset Category, and Mindset Category. The analysis offers insights into the alignment of Honeybee Leadership with the specified competencies.

Table 4.5.3 Correlation between Honeybee Leadership and Competency Attributes

Rank	Parameters / Attributes	Correlation
Mastery at the Intersection of People and Business Category		
1	Culture and change Steward	0.44
2	Talent Manager / Organizational Designer	0.39
3	Strategy Architect	0.38
4	Credible Activist	0.40
5	Business Ally	0.27
6	Operational Executor	0.21
Leadership Skills: Experience and Timing Category		
1	Creative Thinking	0.30
2	Performance	0.40
3	Leadership Expertise	0.38
4	Complex Problem Solving	0.38
5	Solution Construction	0.40
6	Social Judgement	0.30
Skillset Category		
1	Business Priority Alignment and Strategic HR Planning	0.44
2	Organizational Design and Change Management	0.35
3	Organizational Governance and Ethical Leadership Practice	0.41
4	Data-Driven People Management	0.34
5	Integrated HR Tech & Digital HR Solutions	0.46
6	Self-Directed Learning and Career Development Facilitation	0.30
7	Integrated Recruitment Strategy and Experience Design	0.24
Mindset Category		

1	Collaborative Partnership and Ethical Leadership Mindset	0.43
2	Future-Oriented Thinking and Innovation	0.38
3	Continuous Learning and Professional Development	0.31
4	Employee-Centric Culture and Support	0.45
5	Agility and Adaptability	0.41
6	System Approach and Evidence-Based Decision Making	0.30
7	Strategic Alignment and Organizational Vision	0.44

Table 4.5.3 illustrates that the Honeybee Leadership Style is positively correlated with all the competency attributes, which significantly enhance leadership effectiveness throughout the organisation. It is highly compatible with Strategy Architect (0.38), enabling leaders to develop strategic plans that can adjust to dynamic surroundings. As a Business Ally with a score of 0.27, this approach encourages the synchronisation of corporate goals, cultivating cooperation and alliances that lead to the achievement of organisational triumph. The approach promotes the cultivation of Creative Thinking (0.30) and Complex Problem Solving (0.38), empowering leaders to devise inventive solutions for intricate situations. Honeybee Leadership Style positively correlated with the attribute of Social Judgement (0.30), that enabling them to effectively navigate social dynamics. The correlation between Business Priority Alignment and Strategic Human Resources Planning is strong (0.44), indicating that Human Resources strategies effectively complement and enhance organisational goals. The style also places a strong emphasis on Organisational Design and Change Management (0.35), enabling leaders to effectively adopt structures and processes that promote growth and flexibility.

In addition, the Honeybee Leadership Style emphasises the use of data and analytics to guide Human Resources strategy and workforce management, promoting a data-driven approach to people management, with the positive correlation with the attribute Data-Driven People Management (0.34). Honeybee Leadership Style fosters Future-Oriented Thinking and Innovation (0.38), equipping organisations to predict trends and address future obstacles. Leaders that adopt this method cultivate a culture of Continuous Learning and Professional Development (0.31), thereby improving skills and knowledge across the entire organisation. Finally, the style's significant link with Agility and Adaptability (0.41) enables leaders to promptly and efficiently adjust to changes, ensuring resilience and competitiveness. In general, Honeybee Leadership promotes a vibrant, inventive, and adaptable organisational culture.

4.6 ANOVA Analysis on Locust Leadership and Honeybee Leadership Style.

The table 4.6.1 and table 4.6.1.1 presents a statistical analysis of ANOVA, which compares two leadership styles: Locust Leadership and Honeybee Leadership.

Table 4.6.1: ANOVA on Locust Leadership and Honeybee Leadership Style.

Analysis of variance (Locust Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	1.000	32.687	32.687	8.967	**0.003**	**
Error	298.000	1086.230	3.645			
Corrected	299.000	1118.917				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.1.1: ANOVA Model Parameters on Locust Leadership and Honeybee Leadership Style

Model parameters (Locust Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	4.778	0.577	8.287	**<0.0001**	3.643	5.913	***
Honeybee	-0.277	0.092	-2.995	**0.003**	-0.458	-0.095	**

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The statistical analysis presented in table 4.6.1 and table 4.6.1.1 offers a strong comparison between two leadership styles: Locust Leadership and Honeybee Leadership.

The ANOVA findings provided assess the influence of the predictor variable 'Honeybee Leadership' on the dependent variable 'Locust Leadership.' The analysis reveals that the model has an F-value of 8.967 and a corresponding p-value of 0.003. This indicates that the overall model is statistically significant at the 0.01 level. There is compelling evidence to suggest that Honeybee Leadership is a powerful predictor of Locust Leadership.

The examination of model parameters reveals that the intercept, which represents the baseline value of Locust Leadership when Honeybee Leadership is zero, is 4.778. The p-value associated with this intercept is highly significant, being less than 0.0001. This indicates that the intercept is significantly different from zero. Moreover, Honeybee Leadership exhibits a negative coefficient of -0.277, indicating that a one-unit rise in Honeybee Leadership results in a loss of about 0.277 units in Locust Leadership. The p-value for Honeybee Leadership is 0.003, indicating statistical significance at the 0.01 level.

The 95% confidence interval for Honeybee Leadership is -0.458 to -0.095, providing more evidence that the effect of this predictor is negative and not zero. To summarise, Honeybee Leadership has a substantial negative effect on Locust Leadership,

and the whole model is statistically strong in explaining the variation in Locust Leadership.

4.6.2 ANOVA Analysis on Locust Leadership and the competencies under Mastery at the Intersection of People and Business Category

The table 4.6.2 and table 4.6.2.1 presents a statistical analysis of ANOVA, which compares Locust Leadership Style and Six Competencies under Mastery at the Intersection of People and Business.

Table 4.6.2 ANOVA Analysis on Locust Leadership and the competencies under Mastery at the Intersection of People and Business Category

Analysis of variance (Locust Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	6.000	117.700	19.617	5.741	**<0.0001**	***
Error	293.000	1001.217	3.417			
Corrected Total	299.000	1118.917				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.2.1 ANOVA Model Parameters Analysis on Locust Leadership and the competencies under Mastery at the Intersection of People and Business Category

Model parameters (Locust Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	3.460	0.739	4.680	**<0.0001**	2.005	4.916	***
Credible Activist	-0.240	0.121	-1.993	**0.047**	-0.477	-0.003	*
Culture and change S	-0.359	0.141	-2.553	**0.011**	-0.635	-0.082	*
Talent Manager / Org	0.138	0.154	0.897	0.370	-0.165	0.441	°
Strategy Architect	0.033	0.133	0.249	0.803	-0.229	0.295	°
Business Ally	-0.063	0.114	-0.551	0.582	-0.287	0.162	°
Operational Executor	0.448	0.097	4.616	**<0.0001**	0.257	0.639	***

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA test result, displayed in table 4.6.2 and table 4.6.2.1, examines the relationship between the Locust Leadership Style and six essential characteristics that are grouped as "Mastery at the Intersection of People and Business." The model exhibits robust statistical significance, as evidenced by an F-value of 5.741 and a p-value of less than 0.0001. This indicates that the set of factors incorporated in the model effectively accounts for the variations observed in Locust Leadership.

The intercept has a value of 3.460 and is statistically significant with a p-value of less than 0.0001. When all the predictors have a value of zero, the anticipated baseline level of Locust Leadership is roughly 3.460. The initial predictor, known as the "Credible Activist," exhibits a negative coefficient of -0.240 and a p-value of 0.047. This suggests that it has a statistically significant negative impact on Locust Leadership. An increase of one unit in Credible Activist is associated with a loss of 0.240 units in Locust Leadership. Similarly, the variable "Culture and Change Steward" has a coefficient of -0.359 and a p-value of 0.011. This indicates a statistically significant negative effect on Locust Leadership. This implies that as the values for Culture and Change Steward increase, the values for Locust Leadership decrease.

However, the Talent Manager/Organizational Designer has a coefficient of 0.138, but its p-value of 0.370 suggests that it does not have a statistically significant impact on Locust Leadership. Similarly, the Strategy Architect variable, with a coefficient of 0.033 and a p-value of 0.803, does not make any influence to the prediction of Locust Leadership. The variable "Business Ally" exhibits a statistically insignificant outcome, as indicated by a coefficient of -0.063 and a p-value of 0.582.

On the other hand, the variable "Operational Executor" is the most influential factor in the model, with a coefficient of 0.448 and a highly significant p-value of less than 0.0001. The findings suggest that a one-unit rise in Operational Executor is

associated with a 0.448 unit increase in Locust Leadership. The correlation between these variables is both statistically and practically significant.

To summarise, the data indicates that Credible Activist, Culture and Change Steward, and Operational Executor are important factors that can predict Locust Leadership. Although the roles of Credible Activist and Culture and Change Steward have a detrimental influence, the role of Operational Executor has a significantly positive effect. The whole model is resilient and efficient in interpreting fluctuations in Locust Leadership.

4.6.3 ANOVA Analysis on Locust Leadership and the competencies under Leadership Skills: Experience and Timing Category

The table 4.6.3 and 4.6.3.1 presents a statistical analysis of ANOVA, which compares Locust Leadership Style and Six Competencies under Leadership Skills: Experience and Timing.

Table: 4.6.3 ANOVA Analysis on Locust Leadership and the competencies under Leadership Skills: Experience and Timing Category

Analysis of variance (Locust Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	6.000	33.729	5.621	1.518	0.172	°
Error	293.000	1085.188	3.704			
Corrected Total	299.000	1118.917				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table: 4.6.3.1 ANOVA Model Parameters Analysis on Locust Leadership and the competencies under Leadership Skills: Experience and Timing Category

Model parameters (Locust Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	3.450	0.783	4.409	**<0.0001**	1.910	4.990	***
Performance	-0.046	0.133	-0.348	0.728	-0.307	0.215	°
Leadership Expertise	-0.256	0.137	-1.869	0.063	-0.526	0.014	.
Complex Problem Solving	0.212	0.151	1.402	0.162	-0.085	0.509	°
Solution Construction	0.097	0.152	0.639	0.523	-0.202	0.397	°
Creative Thinking	0.164	0.129	1.264	0.207	-0.091	0.418	°
Social Judgement	-0.234	0.123	-1.905	0.058	-0.476	0.008	.

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA test result, displayed in table 4.6.3 and table 4.6.3.1, examines the relationship between the "Locust Leadership Style and Six Competencies under Leadership Skills: Experience and Timing." The total model exhibits an F-value of 1.518 and a p-value of 0.172, suggesting that the model lacks statistical significance. This indicates that the collective impact of the predictors does not account for a significant portion of the variability in Locust Leadership. While the model shows some level of significance, it does not reach the conventional threshold of 0.05 for statistical significance.

Upon examining the model parameters, it is observed that the intercept has a value of 3.450 and is deemed highly significant, as indicated by a p-value of less than 0.0001. This implies that when all predictors have a value of zero, the baseline level of Locust Leadership is roughly 3.450.

Regarding the predictors, the variable "Performance" has a coefficient of -0.046 and a p-value of 0.728, which is not statistically significant. This suggests that "Performance" does not have a significant impact on "Locust Leadership". Similarly, the variable "Leadership Expertise" has a coefficient of -0.256 and a p-value of 0.063. Although the p-value is near to being statistically significant, it does not fall below the

threshold of 0.05. This indicates a slight negative impact on Locust Leadership, however it is not sufficiently definite.

The variable "Complex Problem Solving" has a coefficient of 0.212 and a p-value of 0.162, suggesting that it does not have a significant impact on predicting Locust Leadership. Similarly, the statistical analysis reveals that both Solution Construction (coefficient 0.097, p-value 0.523) and Creative Thinking (coefficient 0.164, p-value 0.207) do not demonstrate significant effects.

Nevertheless, the variable "Social Judgement" exhibits a negative coefficient of -0.234 and a p-value of 0.058, indicating a proximity to statistical significance. These findings indicate that Social Judgement may have a slight negative impact on Locust Leadership. However, additional evidence is need to validate this correlation.

To summarise, the overall model does not offer compelling statistical proof of a substantial correlation between the predictors and Locust Leadership. However, the intercept is extremely significant, and specific variables, such as Leadership Expertise and Social Judgement, show a tendency towards significance. Further examination or modifications to the model may be required to reveal more robust correlations between the predictors and Locust Leadership.

4.6.4 ANOVA Analysis on Locust Leadership and Skillset Category

The table 4.6.4 and table 4.6.4.1 presents a statistical analysis of ANOVA, which compares Locust Leadership Style and Seven Skillsets.

Table 4.6.4 ANOVA Analysis on Locust Leadership and Skillset Category

Analysis of variance (Locust Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	8.000	66.730	8.341	2.307	**0.021**	*
Error	291.000	1052.187	3.616			
Corrected Total	299.000	1118.917				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.4.1 ANOVA Model Parameters Analysis on Locust Leadership and Skillset Category

Model parameters (Locust Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	3.544	0.764	4.636	**<0.0001**	2.040	5.048	***
Integrated HR Tech & Digital HR Solutions	0.100	0.145	0.690	0.491	-0.185	0.384	°
Data-Driven People Management	0.152	0.151	1.005	0.316	-0.146	0.450	°
Self-Directed Learning and Career Development Facilitation	0.209	0.140	1.492	0.137	-0.067	0.486	°
Integrated Recruitment Strategy and Experience Design	0.158	0.131	1.205	0.229	-0.100	0.417	°
Business Priority Alignment and Strategic HR Planning	-0.186	0.163	-1.143	0.254	-0.507	0.135	°
Organizational Design and Change Management	-0.030	0.144	-0.210	0.834	-0.314	0.254	°
Organizational Governance and Ethical Leadership Practice	-0.255	0.128	-1.990	**0.047**	-0.508	-0.003	*
Strategic Alignment and Organizational Vision	-0.206	0.140	-1.469	0.143	-0.483	0.070	°

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA test result, displayed in table 4.6.4 and table 4.6.4.1, examines the relationship between the "Locust Leadership Style and Seven Competencies under Skill Set." The total model demonstrates statistical significance, as evidenced by an F-value of 2.307 and a p-value of 0.021. This indicates that the combined predictors have a

substantial influence on Locust Leadership. This outcome implies that the variables used in the model jointly account for a portion of the variability in Locust Leadership.

The intercept is valued at 3.544 and is highly significant, as indicated by a p-value of less than 0.0001. When all other factors are kept at zero, the baseline value for Locust Leadership is around 3.544. Nevertheless, a considerable number of the individual predictors do not demonstrate meaningful effects. As an example, the variable "Integrated HR Tech & Digital HR Solutions" has a coefficient of 0.100 and a p-value of 0.491, suggesting that it does not have a significant impact on Locust Leadership. Similarly, the statistical analysis reveals that both "Data-Driven People Management" and "Self-Directed Learning and Career Development Facilitation" have p-values of 0.316 and 0.137, respectively, which indicates that they have a minimal impact on Locust Leadership.

The variable "Integrated Recruitment Strategy and Experience Design" has a negligible impact, as indicated by a coefficient of 0.158 and a p-value of 0.229. The impact of Business Priority Alignment and Strategic HR Planning, as well as Organisational Design and Change Management, on Locust Leadership is not statistically significant, as indicated by p-values of 0.254 and 0.834, respectively.

However, Organisational Governance and Ethical Leadership Practice stands out as a significant deviation from the norm. The variable has a coefficient of -0.255, indicating a negative relationship, and a p-value of 0.047, which is statistically significant at the 0.05 level. This indicates that there is an inverse relationship between the increase in Organisational Governance and Ethical Leadership Practice and the decrease in Locust Leadership. More precisely, a rise of one unit in this statistic results in a drop of 0.255 units in Locust Leadership. The impact of Strategic Alignment and Organisational Vision is not statistically significant, as indicated by a p-value of 0.143.

To summarise, the general model suggests that the predictors collectively exert a substantial influence on Locust Leadership. However, it is important to note that the individual factors differ in their level of impact. Only the practice of Organisational Governance and Ethical Leadership has been found to have a substantial negative impact, whereas factors such as Integrated HR Tech & Digital HR Solutions and Data-Driven People Management do not make an important difference to the model. These findings emphasise the significance of governance and ethical leadership practices in influencing leadership outcomes.

4.6.5: ANOVA Analysis on Locust Leadership and Mindset Category

The table 4.6.5 and table 4.6.5.1 presents a statistical analysis of ANOVA, which compares Locust Leadership Style and Mindsets.

Table 4.6.5 ANOVA Analysis on Locust Leadership and Mindset Category

Analysis of variance (Locust Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	7.000	52.389	7.484	2.049	**0.049**	*
Error	292.000	1066.528	3.652			
Corrected Total	299.000	1118.917				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.5.1 ANOVA Model Parameters Analysis on Locust Leadership and Mindset Category

Model parameters (Locust Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	4.192	0.789	5.313	**<0.0001**	2.639	5.745	***
Strategic Alignment and Organizational Vision	-0.216	0.125	-1.732	0.084	-0.461	0.029	.
Agility and Adaptability	-0.293	0.153	-1.919	0.056	-0.593	0.008	.
Future-Oriented Thinking and Innovation	-0.115	0.142	-0.813	0.417	-0.394	0.164	°
Employee-Centric Culture and Support	-0.066	0.146	-0.451	0.652	-0.353	0.221	°
Continuous Learning and Professional Development	0.145	0.158	0.922	0.357	-0.165	0.456	°
System Approach and Evidence-Based Decision Making	0.245	0.141	1.735	0.084	-0.033	0.523	.
Collaborative Partnership and Ethical Leadership Mindset	0.113	0.150	0.755	0.451	-0.182	0.409	°

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA analysis table 4.6.5 and table 4.6.5.1 examines the ranking of seven attributes categorised under the Mindset and Locust Leadership Style. The ANOVA findings evaluate the influence of multiple factors on "Locust Leadership." The total model exhibits an F-value of 2.049 and a p-value of 0.049, indicating that the model is statistically significant at the 0.05 level. Consequently, the predictors effectively account for a substantial amount of the variability in Locust Leadership, rendering the model pertinent for comprehending the impact of these characteristics on leadership outcomes.

The intercept has a value of 4.192 and is statistically significant, with a p-value of less than 0.0001. When other factors remain unchanged, the baseline value of Locust Leadership is around 4.192. However, upon examining the individual predictors, several factors show potential relevance but do not reach a level of strong influence. As an example, the variable "Strategic Alignment and Organisational Vision" has a coefficient of -0.216 and a p-value of 0.084, indicating that it is nearly statistically significant. This

implies that there is a small negative effect on Locust Leadership, suggesting that improving alignment and vision could potentially lead to a modest decrease in Locust Leadership scores.

Similarly, the variables of Agility and Adaptability exhibit a coefficient of -0.293 and a p-value of 0.056, suggesting a nearly significant negative impact on Locust Leadership. While not quite definitive, this discovery suggests that enhanced agility and flexibility may be somewhat negatively correlated with Locust Leadership. However, the analysis reveals that Future-Oriented Thinking and Innovation has a negligible impact on Locust Leadership, as indicated by a coefficient of -0.115 and a p-value of 0.417. Similarly, the analysis of Employee-Centric Culture and Support reveals a statistically insignificant outcome, with a coefficient of -0.066 and a p-value of 0.652, suggesting that there is no significant effect.

On the other hand, the System Approach and Evidence-Based Decision Making has a favourable coefficient of 0.245 and a p-value of 0.084, indicating a proximity to statistical significance. The variable "Collaborative Partnership and Ethical Leadership Mindset" has a coefficient of 0.113 and a p-value of 0.451, indicating that it has a non-significant effect.

To summarise, although the overall model is statistically significant, the individual predictors exhibit different degrees of significance. The significance of Strategic Alignment and Organisational Vision, Agility and Adaptability, and System Approach and Evidence-Based Decision Making approaches is noteworthy. However, although the first two approaches have the potential to have negative consequences, the latter approach demonstrates a positive tendency.

4.6.6: ANOVA Analysis on Locust Leadership and Honeybee Leadership Style.

The table 4.6.6 and 4.6.6.1 presents a statistical analysis of ANOVA, which compares two leadership styles: Honeybee Leadership and Locust Leadership.

Table 4.6.6 ANOVA on Honeybee Leadership Style and Locust Leadership.

Analysis of variance (Honeybee Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	1.000	12.479	12.479	8.967	**0.003**	**
Error	298.000	414.707	1.392			
Corrected	299.000	427.187				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.6.1 ANOVA Model Parameters on Honeybee Leadership Style and Locust Leadership

Model parameters (Honeybee Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significat
Intercept	6.452	0.128	50.288	**<0.0001**	6.200	6.705	***
Locust Lea	-0.106	0.035	-2.995	**0.003**	-0.175	-0.036	**

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The statistical analysis presented in table 4.6.1 and table 4.6.1.1 offers a strong comparison between two leadership styles: Honeybee Leadership and Locust Leadership. The model exhibits an F-value of 8.967, together with a p-value of 0.003, signifying that the model is statistically significant at the 0.01 level. This illustrates that the leadership of locusts has a substantial impact on the leadership of honeybees.

Concerning the model parameters, the intercept is 6.452 with a p-value that is highly significant (<0.0001). This indicates that when Locust Leadership is zero, the

baseline value of Honeybee Leadership is roughly 6.452. The predictor "Locust Leadership" has a coefficient of -0.106, indicating that a one-unit rise in Locust Leadership is associated with a loss of about 0.106 units in Honeybee Leadership. The p-value for Locust Leadership is 0.003, indicating statistical significance at the 0.01 level, thus proving that Locust Leadership is a significant predictor.

The 95% confidence interval for Locust Leadership is -0.175 to -0.036, providing additional evidence for the negative correlation between Locust Leadership and Honeybee Leadership. The standardised coefficients indicate that Locust Leadership has a value of -0.171, with a p-value of 0.003. This suggests that even after standardisation, the impact of Locust Leadership on Honeybee Leadership remains statistically significant.

Ultimately, Locust Leadership has a detrimental effect on Honeybee Leadership, and the model successfully elucidates this correlation with robust statistical significance.

4.6.7 ANOVA Analysis on Honeybee Leadership and the competencies under Mastery at the Intersection of People and Business Category

The table 4.6.7 and table 4.6.7.1 presents a statistical analysis of ANOVA, which compares Honeybee Leadership Style and Six Competencies under Mastery at the Intersection of People and Business.

Table: 4.6.7 ANOVA Analysis on Honeybee Leadership and the competencies under Mastery at the Intersection of People and Business Category

Analysis of variance (Honeybee Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	6.000	110.583	18.430	17.056	**<0.0001**	***
Error	293.000	316.604	1.081			
Corrected Total	299.000	427.187				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table: 4.6.7.1 ANOVA Model Parameters Analysis on Honeybee Leadership and the competencies under Mastery at the Intersection of People and Business Category

Model parameters (Honeybee Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significat
Intercept	2.139	0.416	5.144	**<0.0001**	1.320	2.957	***
Credible Activist	0.178	0.068	2.629	**0.009**	0.045	0.312	**
Culture and change Steward	0.287	0.079	3.630	**0.000**	0.131	0.443	***
Talent Manager / Organizational Designer	0.087	0.087	1.006	0.315	-0.083	0.258	°
Strategy Architect	0.241	0.075	3.215	**0.001**	0.093	0.388	**
Business Ally	-0.076	0.064	-1.189	0.235	-0.202	0.050	°
Operational Executor	-0.055	0.055	-1.017	0.310	-0.163	0.052	°

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA analysis in table 4.6.7 and table 4.6.7.1 investigates the relationship between the six competences in the Mastery at the Intersection of People and Business and the Honeybee Leadership Style. The ANOVA study conducted on 'Honeybee Leadership' reveals a statistically significant model, with a p-value of less than 0.0001. This suggests that the predictors, when considered together, explain a significant portion of the variability observed in leadership performance. The model possesses 6 degrees of freedom, exhibiting a sum of squares of 110.583, and an F-value of 17.056. These findings indicate that the model is a good match for the data and that the predictors have a significant impact on leadership style.

Within the model's parameters, the intercept (2.139) holds great significance ($p < 0.0001$) as it represents the fundamental leadership score. The variable known as the 'Credible Activist' has a coefficient of 0.178, which is positive, and is statistically significant with a p-value of 0.009. This suggests that leaders who demonstrate high levels of credibility have a favourable influence on leadership outcomes. Furthermore, the variable of 'Culture and Change Steward' (0.287) is also statistically significant ($p <$

0.001), indicating that leadership that prioritises culture and change management is crucial for effective leadership.

The variable known as the 'Strategy Architect' has a coefficient of 0.241, indicating its remarkable predictive power. Additionally, it has a p-value of 0.001, which further emphasises the significance of strategic thinking in leadership. However, the variables of Talent Manager / Organisational Designer (0.087, p = 0.315), Business Ally (-0.076, p = 0.235), and Operational Executor (-0.055, p = 0.310) are not statistically significant. This suggests that they have minimal or no influence on Honeybee Leadership Style in this model.

To summarise, the ANOVA analysis indicates that the model is highly significant, with variables such as credibility, culture management, and strategic planning exerting a favourable influence on Honeybee Leadership Style. In this setting, leadership is not considerably affected by other aspects such as people management, business relationships, and operational performance.

4.6.8 ANOVA Analysis on Honeybee Leadership and the competencies under Leadership Skills: Experience and Timing Category

The table 4.6.8 and table 4.6.8.1 presents a statistical analysis of ANOVA, which compares Honeybee Leadership Style and Six Competencies under Leadership Skills: Experience and Timing.

Table: 4.6.8 ANOVA Analysis on Honeybee Leadership and the competencies under Leadership Skills: Experience and Timing Category

Analysis of variance (Honeybee Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	6.000	97.886	16.306	14.506	**< 0.0001**	***
Error	293.000	329.351	1.124			
Corrected Total	299.000	427.187				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table: 4.6.8.1 ANOVA Model Parameters Analysis on Honeybee Leadership and the competencies under Leadership Skills: Experience and Timing Category

Model parameters (Honeybee Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	2.294	0.431	5.322	**<0.0001**	1.446	3.143	***
Performance	0.170	0.073	2.326	**0.021**	0.026	0.314	*
Leadership Expertise	0.160	0.076	2.112	**0.036**	0.011	0.308	*
Complex Problem Solving	0.066	0.083	0.798	0.425	-0.097	0.230	°
Solution Construction	0.168	0.084	2.004	**0.046**	0.003	0.333	*
Creative Thinking	0.018	0.071	0.254	0.800	-0.122	0.158	°
Social Judgement	0.062	0.068	0.916	0.360	-0.071	0.195	°

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA analysis in Table 4.6.8 and Table 4.6.8.1 shows that respondents typically view Honeybee Leadership as a significant competency in the realm of Leadership Skills: Experience and Timing with a reasonable level of agreement on its relevance. The result of the ANOVA analysis demonstrates that the model is extremely significant, as indicated by a p-value of less than 0.0001. This suggests that the predictors in the model together account for a substantial amount of the variation in leadership results. The model possesses six degrees of freedom, which correspond to the six predictors. The error term, on the other hand, has 293 degrees of freedom, indicating the amount of unexplained variation. The model's sum of squares is 97.836, and the error term accounts for 329.351, resulting in a total variance of 427.187. The model's mean square is 16.306, while the error mean square is 1.124, leading to an F-value of 14.506. The high F-value indicates that the model is a good match for the data.

Upon examining the individual predictors, it is observed that the intercept has a value of 2.294 and is extremely significant ($p < 0.0001$), indicating the fundamental leadership score. The variable "performance" has a coefficient of 0.170 and a p-value of

0.021, indicating a substantial positive impact on leadership outcomes. Moreover, the coefficient of 0.160 and the p-value of 0.036 demonstrate the significant influence of Leadership Expertise on leadership effectiveness. The variable "Solution Construction" has a coefficient of 0.168 and a p-value of 0.046, suggesting that it plays a positive influence in leadership.

Nevertheless, certain factors, including Complex Problem Solving (p = 0.425), Creative Thinking (p = 0.800), and Social Judgement (p = 0.360), lack statistical significance, indicating that they do not have a substantial impact in this model. Overall, the analysis emphasises that competencies such as Performance, Leadership Expertise, and Solution Construction play a crucial role in achieving Honeybee Leadership Success. However, Complex Problem Solving, Creative Thinking, and Social Judgement do not have a significant influence on leadership outcomes in this particular context.

4.6.9 ANOVA Analysis on Honeybee Leadership and the competencies under Skillset Category

The table 4.6.9 and table 4.6.9.1 presents a statistical analysis of ANOVA, which compares Honeybee Leadership Style and Seven Competencies under Skillset category.

Table: 4.6.9 ANOVA Analysis on Honeybee Leadership and the competencies under Skillset Category

Analysis of variance (Honeybee Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	7.000	124.151	17.736	17.090	**<0.0001**	***
Error	292.000	303.035	1.038			
Corrected Total	299.000	427.187				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table: 4.6.9.1 ANOVA Model Parameters Analysis on Honeybee Leadership and the competencies under Skillset Category

Model parameters (Honeybee Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	2.195	0.407	5.392	**<0.0001**	1.394	2.997	***
Integrated HR Tech & Digital HR Solutions	0.316	0.077	4.109	**<0.0001**	0.165	0.467	***
Data-Driven People Management	0.023	0.080	0.293	0.770	-0.134	0.181	°
Self-Directed Learning and Career Development Facilitation	-0.051	0.075	-0.679	0.498	-0.198	0.096	°
Integrated Recruitment Strategy and Experience Design	-0.160	0.070	-2.288	**0.023**	-0.297	-0.022	*
Business Priority Alignment and Strategic HR Planning	0.284	0.080	3.545	**0.000**	0.126	0.442	***
Organizational Design and Change Management	0.077	0.077	1.000	0.318	-0.074	0.228	°
Organizational Governance and Ethical Leadership Practice	0.152	0.067	2.275	**0.024**	0.020	0.283	*

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA analysis in Table 4.6.9 and Table 4.6.9.1 reveals that the overall model is highly significant, with a p-value of less than 0.0001. This indicates that the predictors in the model explain a substantial portion of the variance in leadership outcomes. The model has 7 degrees of freedom, reflecting the seven predictors included, while the error term has 292 degrees of freedom. The model explains 124.151 of the total sum of squares, while the error accounts for 303.035, leading to an F-value of 17.090, confirming that the model fits the data well.

Among the model parameters, the intercept has a value of 2.195 and is highly significant ($p < 0.0001$), representing the baseline leadership score when all predictors are zero. Integrated HR Tech & Digital HR Solutions has a positive estimate of 0.316, with a p-value of less than 0.0001, showing a significant positive effect on leadership outcomes. On the other hand, Data-Driven People Management has an estimate of 0.023 but is not significant ($p = 0.770$), indicating it does not substantially influence leadership. Similarly,

Self-Directed Learning and Career Development Facilitation shows no significant impact, with a negative estimate of -0.051 (p = 0.498). Remarkably, Integrated Recruitment Strategy and Experience Design has a negative impact on leadership, with a significant estimate of -0.160 (p = 0.023), suggesting that certain recruitment strategies might hinder leadership effectiveness. In contrast, Business Priority Alignment and Strategic HR Planning has a positive estimate of 0.284 and is highly significant (p = 0.000), indicating its crucial role in enhancing leadership outcomes. Organizational Design and Change Management does not show a significant effect (p = 0.318), while Organizational Governance and Ethical Leadership Practice is a significant positive contributor, with an estimate of 0.152 (p = 0.024). In conclusion, the analysis reveals that specific factors, such as Integrated HR Tech & Digital HR Solutions, Business Priority Alignment and Strategic HR Planning, and Organizational Governance and Ethical Leadership Practice, are key contributors to Honeybee Leadership Style. However, some variables, like Data-Driven Management and Organizational Design, do not significantly impact the Leadership, while certain recruitment strategies may have a negative effect.

4.6.10 ANOVA Analysis on Honeybee Leadership and the competencies under Mindset Category

Following tables present a statistical analysis of ANOVA, which compares Honeybee Leadership Style and Seven Competencies under Mindset category.

Table 4.6.10 ANOVA Analysis on Honeybee Leadership and the competencies under Mindset Category

Analysis of variance (Honeybee Leadership):

Source	DF	Sum of squares	Mean squares	F	Pr > F	p-values significati
Model	7.000	129.996	18.571	18.247	**<0.0001**	***
Error	292.000	297.191	1.018			
Corrected Total	299.000	427.187				

Computed against model Y=Mean(Y)

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

Table 4.6.10.1 ANOVA Model Parameters Analysis on Honeybee Leadership and the competencies under Mindset Category

Model parameters (Honeybee Leadership):

Source	Value	Standard error	t	Pr > |t|	Lower bound	Upper bound	p-values significati
Intercept	1.925	0.417	4.621	**<0.0001**	1.105	2.744	***
Strategic Alignment and Organizational Vision	0.228	0.066	3.464	**0.001**	0.098	0.358	***
Agility and Adaptability	0.167	0.081	2.070	**0.039**	0.008	0.325	*
Future-Oriented Thinking and Innovation	0.088	0.075	1.172	0.242	-0.060	0.235	°
Employee-Centric Culture and Support	0.296	0.077	3.841	**0.000**	0.144	0.447	***
Continuous Learning and Professional Development	-0.194	0.083	-2.335	**0.020**	-0.358	-0.031	*
System Approach and Evidence-Based Decision Making	0.022	0.075	0.299	0.765	-0.124	0.169	°
Collaborative Partnership and Ethical Leadership Mindset	0.089	0.079	1.121	0.263	-0.067	0.245	°

*Signification codes: 0 < *** < 0.001 < ** < 0.01 < * < 0.05 < . < 0.1 < ° < 1*

The ANOVA analysis in Table 4.6.10 and Table 4.6.10.1 demonstrates a remarkably significant model, as evidenced by a p-value of less than 0.0001. This suggests that the variables, when taken together, account for a significant portion of the variability in Leadership results. The model consists of 7 degrees of freedom, which correspond to the seven predictors, whereas the error term has 292 degrees of freedom. The model accounts for 129.996 of the total sum of squares, whereas the error explains 297.191, resulting in an F-value of 18.247. The high F-value indicates that the model fits the data much better than a model that does not include predictors.

Examining the individual predictors, the intercept has a value of 1.925 and is extremely statistically significant ($p < 0.0001$), indicating the fundamental leadership score. The relationship between Strategic Alignment and Organisational Vision and Leadership results is strongly positive, as indicated by a positive estimate of 0.228 and a significant p-value of 0.001. The attribute of Agility and Adaptability demonstrate a

significant impact on Honeybee Leadership achievement, as evidenced by an estimated coefficient of 0.167 and a p-value of 0.039. However, the statistical analysis shows that Future-Oriented Thinking and Innovation is not statistically significant, as indicated by a p-value of 0.242. This suggests that it does not have a substantial influence on leadership in the current model.

The variable Employee-Centric Culture and Support has a strong impact on Honeybee Leadership effectiveness, as indicated by its high estimate of 0.296 and a p-value of less than 0.0001. Remarkably, the variable of Continuous Learning and Professional Development exhibits a negative influence on the Leadership Style, as indicated by an estimated coefficient of -0.194 and a p-value of 0.020. This suggests that, in the specific context being studied, it is likely to have a detrimental effect on leadership outcomes. Additional variables, such as the System Approach and Evidence-Based Decision Making ($p = 0.765$) and Collaborative Partnership and Ethical Leadership Mindset ($p = 0.263$), do not have a significant impact on leadership outcomes.

To summarise, the analysis emphasises that Strategic Alignment and Organizational Vision, Agility and Adaptability, and an Employee-Centric Culture and Support are crucial determinants of Honeybee Leadership performance. Nevertheless, in this particular situation, Continuous Learning and Professional Development may have a negative impact, and factors such as Future-Oriented Thinking and Innovation and System Approach and Evidence-Based Decision Making do not make a major contribution to Honeybee Leadership outcomes. The findings emphasise the need of prioritising strategy, adaptability, and employee support when it comes to leadership development.

4.7 Regression Analysis

4.7.1 Regression Analysis: Relationship between Gender and Honeybee and Locust Leadership Styles

The table 4.7.1.1, table 4.7.1.2 and table 4.7.1.3 presents a statistical analysis of Regression, provides understanding on the relationship between Gender and Leadership Styles.

Table 4.7.1.1: Regression Summary statistics (Quantitative data) Analysis: Relationship between Gender and Honeybee and Locust Leadership Styles

Summary statistics (Quantitative data):

Variable	Observations	Obs. with missing	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Locust Leadership	300	0	300	1.000	7.000	3.083	1.934
Honeybee Leadership	300	0	300	1.000	7.000	6.127	1.195

Table 4.7.1.2: Regression Summary statistics (Qualitative data) Analysis: Relationship between Gender and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Gender	Female	77	77	25.667
	Male	223	223	74.333

Table 4.7.1.3: Regression Correlation matrix Analysis: Relationship between Gender and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	Female	Male	Locust Leadership	Honeybee Leadership
Female	**1**	-1.000	0.034	-0.030
Male	-1.000	**1**	-0.034	0.030
Locust Leadership	0.034	-0.034	**1**	-0.171
Honeybee Leadership	-0.030	0.030	-0.171	**1**

The regression analysis incorporates two crucial quantitative factors, Locust Leadership and Honeybee Leadership, both assessed using a 7-point scale. Each category was observed 300 times, and there were no instances of missing data. The average score for Locust Leadership is 3.083, with a standard deviation of 1.934, suggesting a wider range of responses. On the other hand, Honeybee Leadership exhibits a higher average score of 6.127 and a lower measure of variability with a standard deviation of 1.195. This indicates that this leadership style consistently receives higher evaluations.

The study includes a qualitative variable called ‘Gender’. The dataset consists of 77 females, which accounts for 25.67% of the total, and 223 males, which represents 74.33% of the total. This indicates a greater proportion of males, which could potentially impact the total results.

The correlation matrix provides insights into the associations between gender and leadership styles. There is a strong negative correlation (-1.000) between males and females, which is in line with what we would expect from binary variables. Among females, there is a slight positive correlation (0.034) between Locust Leadership and a slight negative correlation (-0.030) between Honeybee Leadership. In males, there is a weak negative correlation (-0.034) between Locust Leadership and a weak positive correlation (0.030) between Honeybee Leadership.

Furthermore, there is a moderately negative correlation (-0.171) between Locust Leadership and Honeybee Leadership. This means that higher scores in one leadership style are often linked to lower ratings in the other.

To summarise, the findings indicate that there are limited associations between gender and leadership styles, indicating that gender has a minimal impact on the type of leadership exhibited in this dataset. Nevertheless, there exists a moderate negative association between Locust and Honeybee Leadership, indicating that individuals who

exhibit higher levels of one leadership style are likely to exhibit lower levels of the other. The disparity in gender representation within the data, with a higher percentage of males, may further influence the understanding of these associations.

4.7.2 Regression Analysis: Relationship between Professional Domain and Honeybee and Locust Leadership Styles

The table 4.7.2.1 and table 4.7.2.2 presents a statistical analysis of Regression, provides understanding on the relationship between Professional Domain and Leadership Styles.

Table 4.7.2.1 Regression Summary statistics (Qualitative data) Analysis: Relationship between Professional Domain and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Professional Domain	Academician in HR	24	24	8.000
	Business Owner / CXO	80	80	26.667
	Coach & Consultant in HR	37	37	12.333
	HR Practitioner	159	159	53.000

Table 4.7.2.2 Regression Correlation Matrix Analysis: Relationship between Professional Domain and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	Academician in HR	Business Owner / CXO	Coach & Consultant in	HR Practitioner	Locust Leadership	Honeybee Leadership
Academician in HR	**1**	-0.178	-0.111	-0.313	0.089	0.000
Business Owner / CXO	-0.178	**1**	-0.226	-0.640	-0.057	-0.051
Coach & Consultant in HR	-0.111	-0.226	**1**	-0.398	-0.011	-0.023
HR Practitioner	-0.313	-0.640	-0.398	**1**	0.010	0.061
Locust Leadership	0.089	-0.057	-0.011	0.010	**1**	-0.171
Honeybee Leadership	0.000	-0.051	-0.023	0.061	-0.171	**1**

The regression analysis investigates the correlation between professional domains and leadership styles. The professional domain variable is categorised into four distinct groups: Academician in HR, Business Owner/CXO, Coaches & Consultant in HR, and

HR Practitioner. The majority of the participants in the survey are HR practitioners, comprising 53% of the sample, while business owners/CXOs make up 26.67%. Academicians in the field of Human Resources and Coaches & Consultants make up smaller portions, accounting for 8% and 12.33% respectively.

The correlation matrix indicates that there are limited associations between professional domains and the two leadership styles, namely ‘Locust Leadership’ and ‘Honeybee Leadership’. Academicians in the field of Human Resources exhibit a slight positive relationship with Locust Leadership (0.089) and no relationship with Honeybee Leadership (0.000). Business Owners/CXOs exhibit weak negative relationships with both Locust Leadership (-0.057) and Honeybee Leadership (-0.051). Similarly, HR coaches and consultants exhibit weak negative associations with both leadership styles, with a correlation coefficient of -0.011 for Locust Leadership and -0.023 for Honeybee Leadership. HR Practitioners exhibit minimal positive associations with both leadership styles, with a correlation coefficient of 0.010 for Locust Leadership and 0.061 for Honeybee Leadership.

To summarise, the limited associations between professional domains and leadership styles suggest that professional background does not exert a significant impact on leadership style preferences within this dataset. HR Practitioners and Academicians exhibit a minor inclination towards Locust Leadership, whereas Business Owners/CXOs and Coaches & Consultants display a weak negative correlation with both leadership styles.

4.7.3 Regression Analysis: Relationship between Academic Qualification and Honeybee and Locust Leadership Styles

The table 4.7.3.1 and table 4.7.3.2 presents a statistical analysis of Regression, provides understanding on the relationship between Academic Qualification and Leadership Styles.

Table 4.7.3.1 Regression Summary statistics (Qualitative data) Analysis: Relationship between Academic Qualification and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Academics	D.Litt / PhD	24	24	8.000
	Degree	40	40	13.333
	Masters	231	231	77.000
	Pre University	5	5	1.667

Table 4.7.3.2 Regression Correlation Matrix Analysis: Relationship between Academic Qualification and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	D.Litt / PhD	Degree	Masters	Pre University	Locust Leadership	Honeybee Leadership
D.Litt / PhD	**1**	-0.116	-0.540	-0.038	-0.051	0.072
Degree	-0.116	**1**	-0.718	-0.051	0.181	-0.214
Masters	-0.540	-0.718	**1**	-0.238	-0.132	0.158
Pre University	-0.038	-0.051	-0.238	**1**	0.062	-0.101
Locust Leadership	-0.051	0.181	-0.132	0.062	**1**	-0.171
Honeybee Leadership	0.072	-0.214	0.158	-0.101	-0.171	**1**

The regression analysis investigates the correlation between academic degrees and leadership styles. The academic qualifications are categorised into four groups: D.Litt / PhD, Degree, Masters, and Pre University. Out of the responders, 77% possess a Masters degree, 8% have a D.Litt / PhD, 13.33% hold a Degree, and a mere 1.67% have a Pre University certificate.

The correlation matrix reveals modest to moderate associations between academic qualification and the two leadership styles. Individuals who possess a Doctor of Letters (D.Litt) or Doctor of Philosophy (PhD) degree exhibit a little negative association (-0.051) with Locust Leadership and a slight positive correlation (0.072) with Honeybee Leadership. Individuals with a degree exhibit a moderate positive relationship with Locust Leadership (0.181) and a moderate negative relationship with Honeybee Leadership (-0.214). Individuals with a Masters degree exhibit a little negative association (-0.132) with Locust Leadership and a slight positive correlation (0.158) with Honeybee Leadership. Respondents in the Pre University group exhibit minor correlations, showing a slight positive correlation with Locust Leadership (0.062) and a weak negative correlation with Honeybee Leadership (-0.101).

To summarise, although there are some connections between academic qualifications and leadership styles, the overall correlations tend to be quite weak to moderate. Individuals with a Degree tend to show a preference for Locust Leadership, whereas those with a Masters or D.Litt / PhD degree slightly incline towards Honeybee Leadership. The moderate negative association between the two leadership styles implies that individuals may prefer one style over the other. Nevertheless, the general lack of strong relationships suggests that one's academic background alone may not have a significant impact on leadership preferences, and other characteristics may have a greater influence.

4.7.4 Regression Analysis: Relationship between Level in the Organization and Honeybee and Locust Leadership Styles

The table 4.7.4.1 and table 4.7.4.2 presents a statistical analysis of Regression, provides understanding on the relationship between Level of Hierarchy in the Organization and Leadership Styles.

Table 4.7.4.1 Regression Summary Statistics (Qualitative Data) Analysis: Relationship between Level in the Organization and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Level in the Organization	Junior / Entry Level	6	6	2.000
	Mid Level Management	78	78	26.000
	Senior Level Management	118	118	39.333
	Supervisory Level	14	14	4.667
	Top Level Management	84	84	28.000

Table 4.7.4.2 Regression Correlation Matrix Analysis: Relationship between Level in the Organization and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	Junior / Entry Level	Mid Level Management	Senior Level Management	Supervisory Level	Top Level Management	Locust Leadership	Honeybee Leadership
Junior / Entry Level	**1**	-0.085	-0.115	-0.032	-0.089	0.142	-0.095
Mid Level Management	-0.085	**1**	-0.477	-0.131	-0.370	0.085	-0.114
Senior Level Management	-0.115	-0.477	**1**	-0.178	-0.502	-0.017	0.092
Supervisory Level	-0.032	-0.131	-0.178	**1**	-0.138	0.130	-0.050
Top Level Management	-0.089	-0.370	-0.502	-0.138	**1**	-0.169	0.064
Locust Leadership	0.142	0.085	-0.017	0.130	-0.169	**1**	-0.171
Honeybee Leadership	-0.095	-0.114	0.092	-0.050	0.064	-0.171	**1**

The above analysis reflects that, at the Junior/Entry Level, there exists a weak positive connection with Locust Leadership (0.142), indicating a little association between entry-level roles and this leadership style. The negative connection with Honeybee Leadership (-0.095) indicates that this leadership style is less relevant to entry-level personnel.

Mid-Level Management exhibits a significant negative correlation with Senior Level Management (-0.477) and Top-Level Management (-0.370), indicating a distinct separation in functions and impact within the organisation. Mid-Level Management exhibits a weak positive connection with Locust Leadership (0.085) and a weak negative correlation with Honeybee Leadership (-0.114), suggesting that Locust Leadership may be somewhat more widespread at this level.

Senior Level Management is distinguished by its significant negative correlation with Top-Level Management (-0.502) and its inverse association with Mid-Level Management (-0.477). This indicates a distinct differentiation in tasks and authority among various levels. Senior Level Management exhibits a small positive connection with Honeybee Leadership (0.092), indicating a little association between this leadership style and senior-level personnel, while demonstrating no meaningful relationship with Locust Leadership (-0.017).

At the Supervisory Level, the data indicates poor associations with the other management tiers. A slight positive correlation exists with Locust Leadership (0.130), indicating a modest association between this leadership style and supervisory roles, while the negative correlation with Honeybee Leadership (-0.050) implies a negligible impact of Honeybee Leadership at this level.

At the top-level management, there are significant negative correlations with senior-level management (-0.502) and moderate negative correlations with mid-level management (-0.370). This verifies the hierarchical disparity between these levels. Top-Level Management exhibits a weak negative correlation with Locust Leadership (-0.169) and a weak positive correlation with Honeybee Leadership (0.064), indicating that although Honeybee Leadership may be marginally more common at this level, neither leadership style demonstrates a significant impact.

Ultimately, an examination of the leadership styles reveals that Locust Leadership exhibits weak positive associations with Junior/Entry Level (0.142) and Supervisory Level (0.130), suggesting that this style may be more common at the lowest tiers of the organisation. There exists a moderate negative connection with Top-Level Management (-0.169), indicating that this leadership style is infrequently observed at the highest levels. Conversely, Honeybee Leadership exhibits a weak positive correlation

with Senior Level Management (0.092) but negative correlations with Mid-Level Management (-0.114) and Locust Leadership (-0.171), suggesting that this leadership style is more aligned with higher management tiers.

The research reveals a definite hierarchical division among several management levels, each with specific duties and responsibilities. Locust Leadership seems to be more prevalent at the lower tiers of the organisation, while Honeybee Leadership exhibits a marginal correlation with senior tiers.

4.7.5 Regression Analysis: Relationship between Professional Experience and Honeybee and Locust Leadership Styles

The table 4.7.5.1 and table 4.7.5.2 presents a statistical analysis of Regression, provides understanding on the relationship between Professional Experience and Leadership Styles.

Table 4.7.5.1 Regression Summary Statistics (Qualitative Data) Analysis: Relationship between Professional Experience and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
10 – 19	1	122	122	40.667
20 – 29	2	75	75	25.000
30 – 39	3	47	47	15.667
40 Years and Above	4	12	12	4.000
Up to 09 Years	5	44	44	14.667

Table 4.7.5.2 Regression Correlation Matrix Analysis: Relationship between Professional Experience and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	10 – 19	20 – 29	30 – 39	40 Years and Above	Up to 09 Years	Locust Leadership	Honeybee Leadership
10 – 19	**1**	-0.478	-0.357	-0.169	-0.343	-0.064	0.066
20 – 29	-0.478	**1**	-0.249	-0.118	-0.239	-0.069	0.055
30 – 39	-0.357	-0.249	**1**	-0.088	-0.179	-0.061	0.093
40 Years and Above	-0.169	-0.118	-0.088	**1**	-0.085	-0.053	0.035
Up to 09 Years	-0.343	-0.239	-0.179	-0.085	**1**	0.265	-0.273
Locust Leadership	-0.064	-0.069	-0.061	-0.053	0.265	**1**	-0.171
Honeybee Leadership	0.066	0.055	0.093	0.035	-0.273	-0.171	**1**

The correlation matrix offers an in-depth analysis of the interrelations among various tenure (years of experience) groups, and two leadership styles—Locust Leadership and Honeybee Leadership. The professional experience categories examined are Up to 09 Years, 10-19 years, 20-29 years, 30-39 years, and 40 years and older.

There are significant negative relationships among various tenure groups. The 10-19 tenure groups exhibits a significant negative correlation with the 20-29 tenure group (-0.478) and the 30-39 tenure group (-0.357), suggesting that the competency attributes and experiences of persons in these age brackets are significantly distinct. The 10-19 tenure group exhibits a weaker negative correlation with the 40 years and above category (-0.169), indicating that as individuals experience, their characteristics increasingly diverge from those of the youngest cohort.

The 20-29 tenure group has a negative connection with the 30-39 tenure group (-0.249) and a smaller negative correlation with the 40 years and above group (-0.118). This indicates that when individuals progress from their twenties to their thirties, a disparity in experiences and traits persists between these age cohorts, although this disparity diminishes somewhat in older age groups. The 30-39 tenure group demonstrates weak negative correlations with the 40 years and older group (-0.088) and with persons

having ‘Up to 09 years’ of tenure (-0.179), indicating a degree of differentiation between individuals within middle and older tenure group, as well as those with less experience.

The tenure category ‘Up to 09 years’ exhibits substantial negative associations with the less tenure category, specifically 10-19 years (-0.343), 20-29 years (-0.239), and 30-39 years (-0.179). This pattern indicates that those with less experience tend to be younger, and the correlation diminishes with increasing age. There exists a significant positive association between those with ‘Up to 09 years’ of experience and Locust Leadership (0.265), suggesting that employees with less experience may be more inclined to or aligned with Locust Leadership characteristics. This group exhibits a negative connection with Honeybee Leadership (-0.273), suggesting that Honeybee Leadership may be less common among persons with limited years of experience.

Locust Leadership exhibits weak negative associations with all tenure groups: 10-19 years (-0.064), 20-29 years (-0.069), 30-39 years (-0.061), and 40 years and above (-0.053). The modest correlations indicate that Locust Leadership is not significantly linked to any specific tenure group, however its presence may somewhat decline with increasing experience. Conversely, Honeybee Leadership exhibits weak positive associations across all tenure groups: 10-19 years (0.066), 20-29 years (0.055), 30-39 years (0.093), and 40 years and older (0.035). Despite the weak associations, they indicate that Honeybee Leadership is somewhat more prevalent across various tenure groups, potentially signifying a leadership style more compatible with employees at diverse life stages.

Individuals or groups exhibiting alignment with Locust Leadership are less prone to demonstrate characteristics associated with Honeybee Leadership, and conversely. This disparity in leadership style preferences may also indicate diverse approaches to leadership across various segments of the organisation or among different degrees of experience in years. The correlation matrix reveals several significant trends. As the

number of years in experience expands, the negative correlation indicates that respondents' competency attributes and experiences diverge more significantly with tenure.

Secondly, individuals with less experience (those with "Up to 09 years" of tenure) are more inclined towards Locust Leadership than Honeybee Leadership. Ultimately, whereas Locust Leadership exhibits a slight negative correlation with years of experience, Honeybee Leadership demonstrates a positive correlation across tenure groups, indicating that it may be a more commonly accepted or effective leadership style as individuals accumulate experience.

4.7.6 Regression Analysis: Relationship between Industry Sector and Honeybee and Locust Leadership Styles

The table 4.7.6.1 and table 4.7.6.1 presents a statistical analysis of Regression, provides understanding on the relationship between Industry Sector and Leadership Styles.

Table 4.7.6.1 Regression Summary Statistics (Qualitative Data) Analysis: Relationship between Industry Sector and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Industry Sector	Agriculture / Forestry	4	4	1.333
	Automobile / Auto Components	12	12	4.000
	Banking Financial Service Institutions	30	30	10.000
	Construction	2	2	0.667
	Consulting & Professional Services	33	33	11.000
	Education	27	27	9.000
	Energy / Mining / Steel / Metal / Coal / Oil / Gas	7	7	2.333
	FMCG	10	10	3.333
	Food and Beverages	6	6	2.000
	Healthcare	19	19	6.333
	Hospitality	4	4	1.333
	IT & ITES	48	48	16.000
	Manufacturing & Production	43	43	14.333
	Media / Digital / Print / Advertising / Marketing	7	7	2.333
	Others	17	17	5.667
	Pharmaceutical / Bio Pharma	7	7	2.333
	Public service / Utilities	1	1	0.333
	Retail / Commerce / E-Commerce	5	5	1.667
	Telecommunication	6	6	2.000
	Textiles / Clothing / Leather / Footwear	2	2	0.667
	Transportation / Aviation / Railways / Road / Shipping	10	10	3.333

Table 4.7.6.2 Regression Correlation matrix Analysis: Relationship between Industry Sector and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	Agriculture / Forestry	Automobile / Auto Components	Banking Financial Service Institutions	Construction	Consulting & Professional Services	Education	Energy / Mining / Steel / Metal / Coal / Oil / Gas	FMCG	Food and Beverages	Healthcare	Hospitality	IT & ITES
Agriculture / Forestry	**1**	-0.024	-0.039	-0.010	-0.041	-0.037	-0.018	-0.022	-0.017	-0.030	-0.014	-0.051
Automobile / Auto Components	-0.024	**1**	-0.068	-0.017	-0.072	-0.064	-0.032	-0.038	-0.029	-0.053	-0.024	-0.089
Banking Financial Service Institutions	-0.039	-0.068	**1**	-0.027	-0.117	-0.105	-0.052	-0.062	-0.048	-0.087	-0.039	-0.145
Construction	-0.010	-0.017	-0.027	**1**	-0.029	-0.026	-0.013	-0.015	-0.012	-0.021	-0.010	-0.036
Consulting & Professional Services	-0.041	-0.072	-0.117	-0.029	**1**	-0.111	-0.054	-0.065	-0.050	-0.091	-0.041	-0.153
Education	-0.037	-0.064	-0.105	-0.026	-0.111	**1**	-0.049	-0.058	-0.045	-0.082	-0.037	-0.137
Energy / Mining / Steel / Metal / Coal / Oil / Gas	-0.018	-0.032	-0.052	-0.013	-0.054	-0.049	**1**	-0.029	-0.022	-0.040	-0.018	-0.067
FMCG	-0.022	-0.038	-0.062	-0.015	-0.065	-0.058	-0.029	**1**	-0.027	-0.048	-0.022	-0.081
Food and Beverages	-0.017	-0.029	-0.048	-0.012	-0.050	-0.045	-0.022	-0.027	**1**	-0.037	-0.017	-0.062
Healthcare	-0.030	-0.053	-0.087	-0.021	-0.091	-0.082	-0.040	-0.048	-0.037	**1**	-0.030	-0.113
Hospitality	-0.014	-0.024	-0.039	-0.010	-0.041	-0.037	-0.018	-0.022	-0.017	-0.030	**1**	-0.051
IT & ITES	-0.051	-0.089	-0.145	-0.036	-0.153	-0.137	-0.067	-0.081	-0.062	-0.113	-0.051	**1**
Manufacturing & Production	-0.048	-0.083	-0.136	-0.034	-0.144	-0.129	-0.063	-0.076	-0.058	-0.106	-0.048	-0.179
Media / Digital / Print / Advertising / Marketing	-0.018	-0.032	-0.052	-0.013	-0.054	-0.049	-0.024	-0.029	-0.022	-0.040	-0.018	-0.067
Others	-0.028	-0.050	-0.082	-0.020	-0.086	-0.077	-0.038	-0.046	-0.035	-0.064	-0.028	-0.107
Pharmaceutical / Bio Pharma	-0.018	-0.032	-0.052	-0.013	-0.054	-0.049	-0.024	-0.029	-0.022	-0.040	-0.018	-0.067
Public service / Utilities	-0.007	-0.012	-0.019	-0.005	-0.020	-0.018	-0.009	-0.011	-0.008	-0.015	-0.007	-0.025
Retail / Commerce / E-Commerce	-0.015	-0.027	-0.043	-0.011	-0.046	-0.041	-0.020	-0.024	-0.019	-0.034	-0.015	-0.057
Telecommunication	-0.017	-0.029	-0.048	-0.012	-0.050	-0.045	-0.022	-0.027	-0.020	-0.037	-0.017	-0.062
Textiles / Clothing / Leather / Footwear	-0.010	-0.017	-0.027	-0.007	-0.029	-0.026	-0.013	-0.015	-0.012	-0.021	-0.010	-0.036
Transportation / Aviation / Railways / Road / Shipping	-0.022	-0.038	-0.062	-0.015	-0.065	-0.058	-0.029	-0.034	-0.027	-0.048	-0.022	-0.081
Locust Leadership	-0.020	-0.018	0.078	0.039	-0.120	-0.044	0.005	-0.114	-0.068	-0.040	0.115	0.165
Honeybee Leadership	-0.037	0.064	-0.035	-0.077	-0.028	-0.024	0.039	0.043	0.045	0.007	-0.134	-0.046

Table 4.7.6.2 (Continued) Regression Correlation matrix Analysis: Relationship between Industry Sector and Honeybee and Locust Leadership Styles

Correlation matrix:											
Variables	Manufacturing & Production	Media / Digital / Print / Advertising / Marketing	Others	Pharmaceutical / Bio Pharma	Public service / Utilities	Retail / Commerce / E-Commerce	Telecommunication	Textiles / Clothing / Leather / Footwear	Transportation / Aviation / Railways / Road / Shipping	Locust Leadership	Honeybee Leadership
Agriculture / Forestry	-0.048	-0.018	-0.028	-0.018	-0.007	-0.015	-0.017	-0.010	-0.022	-0.020	-0.037
Automobile / Auto Components	-0.083	-0.032	-0.050	-0.032	-0.012	-0.027	-0.029	-0.017	-0.038	-0.018	0.064
Banking Financial Service Institutions	-0.136	-0.052	-0.082	-0.052	-0.019	-0.043	-0.048	-0.027	-0.062	0.078	-0.035
Construction	-0.034	-0.013	-0.020	-0.013	-0.005	-0.011	-0.012	-0.007	-0.015	0.039	-0.077
Consulting & Professional Services	-0.144	-0.054	-0.086	-0.054	-0.020	-0.046	-0.050	-0.029	-0.065	-0.120	-0.028
Education	-0.129	-0.049	-0.077	-0.049	-0.018	-0.041	-0.045	-0.026	-0.058	-0.044	-0.024
Energy / Mining / Steel / Metal / Coal / Oil / Gas	-0.063	-0.024	-0.038	-0.024	-0.009	-0.020	-0.022	-0.013	-0.029	0.005	0.039
FMCG	-0.076	-0.029	-0.046	-0.029	-0.011	-0.024	-0.027	-0.015	-0.034	-0.114	0.043
Food and Beverages	-0.058	-0.022	-0.035	-0.022	-0.008	-0.019	-0.020	-0.012	-0.027	-0.068	0.045
Healthcare	-0.106	-0.040	-0.064	-0.040	-0.015	-0.034	-0.037	-0.021	-0.048	-0.040	0.007
Hospitality	-0.048	-0.018	-0.028	-0.018	-0.007	-0.015	-0.017	-0.010	-0.022	0.115	-0.134
IT & ITES	-0.179	-0.067	-0.107	-0.067	-0.025	-0.057	-0.062	-0.036	-0.081	0.165	-0.046
Manufacturing & Production	**1**	-0.063	-0.100	-0.063	-0.024	-0.053	-0.058	-0.034	-0.076	-0.042	0.068
Media / Digital / Print / Advertising / Marketing	-0.063	**1**	-0.038	-0.024	-0.009	-0.020	-0.022	-0.013	-0.029	0.085	-0.035
Others	-0.100	-0.038	**1**	-0.038	-0.014	-0.032	-0.035	-0.020	-0.046	-0.026	0.010
Pharmaceutical / Bio Pharma	-0.063	-0.024	-0.038	**1**	-0.009	-0.020	-0.022	-0.013	-0.029	-0.064	0.058
Public service / Utilities	-0.024	-0.009	-0.014	-0.009	**1**	-0.008	-0.008	-0.005	-0.011	0.087	-0.006
Retail / Commerce / E-Commerce	-0.053	-0.020	-0.032	-0.020	-0.008	**1**	-0.019	-0.011	-0.024	0.048	0.052
Telecommunication	-0.058	-0.022	-0.035	-0.022	-0.008	-0.019	**1**	-0.012	-0.027	0.117	-0.035
Textiles / Clothing / Leather / Footwear	-0.034	-0.013	-0.020	-0.013	-0.005	-0.011	-0.012	**1**	-0.015	-0.067	0.026
Transportation / Aviation / Railways / Road / Shipping	-0.076	-0.029	-0.046	-0.029	-0.011	-0.024	-0.027	-0.015	**1**	-0.056	0.011
Locust Leadership	-0.042	0.085	-0.026	-0.064	0.087	0.048	0.117	-0.067	-0.056	**1**	-0.171
Honeybee Leadership	0.068	-0.035	0.010	0.058	-0.006	0.052	-0.035	0.026	0.011	-0.171	**1**

The data presented in Table 4.7.6.1 and Figure 4.7.6.2 offers a comprehensive analysis of perspective of respondents from different industry sectors and their relationships with Locust Leadership and Honeybee Leadership Styles. This distribution reveals a predominance of respondents in the technology, manufacturing, and consulting sectors, whereas industries such as construction, textiles, and public services have a lower respondent count.

The correlation matrix offers profound insights into the relationship between these sectors and two distinct leadership styles Locust Leadership and Honeybee Leadership. The matrix demonstrates differing levels of association between the industries and leadership styles. Agriculture and Forestry exhibit mild negative relationships with most other industries, demonstrating a slight negative association with both Locust Leadership (-0.020) and Honeybee Leadership (-0.037). This indicates that employees in this sector are not strongly affiliated with any leadership style.

The Automobile/Auto Components sector exhibits a positive connection with Honeybee Leadership (0.064), suggesting a mild inclination towards this leadership style, while demonstrating a weak negative association with Locust Leadership (-0.018). The Banking Financial Services sector exhibits a positive association with Locust Leadership (0.078), while the correlation with Honeybee Leadership is somewhat negative (-0.035). The Construction sector exhibits poor correlations with both leadership styles, with a marginal positive relationship with Locust Leadership (0.039) and a negative correlation with Honeybee Leadership (-0.077), indicating minimal alignment with either leadership style.

Consulting & Professional Services exhibits a negative connection with Locust Leadership (-0.120), suggesting that this leadership style is infrequent in the consulting sector. The negative connection with Honeybee Leadership (-0.028) is subtle, indicating

that neither leadership style prevails in this industry. The Education sector exhibits weak negative correlations with both leadership styles, with Locust Leadership at -0.044 and Honeybee Leadership at -0.024, suggesting that personnel in education do not substantially resonate with either leadership style.

The Energy/Mining/Steel/Metal/Coal/Oil/Gas sector exhibits weak positive associations with both leadership styles Locust Leadership (0.005) and Honeybee Leadership (0.039) suggesting that both styles may be marginally present in this business, although neither prevails. The FMCG sector demonstrates a significant negative connection with Locust Leadership (-0.114) and a weak positive association with Honeybee Leadership (0.043). Likewise, Food and Beverages has a positive correlation with Honeybee Leadership (0.045) and a negative correlation with Locust Leadership (-0.068).

Healthcare exhibits a weak positive association with Honeybee Leadership (0.007) and a marginally negative correlation with Locust Leadership (-0.040), suggesting that Honeybee Leadership is somewhat more dominant in this industry. In contrast, Hospitality exhibits a positive correlation with Locust Leadership (0.115) and a negative correlation with Honeybee Leadership (-0.134).

In the IT and ITES sector, the correlation with Locust Leadership is the highest in the matrix, at 0.165, whilst the correlation with Honeybee Leadership is negative at -0.046. Manufacturing & Production exhibits a minor positive association with Honeybee Leadership (0.068) and a marginal negative correlation with Locust Leadership (-0.042), suggesting a slight inclination towards Honeybee Leadership.

The Media/Digital/Print/Advertising/Marketing sector demonstrates a positive connection with Locust Leadership (0.085) and a negative correlation with Honeybee Leadership (-0.035). Likewise, Pharmaceutical/Bio Pharma exhibits a weak positive

association with Honeybee Leadership (0.058) and a negative correlation with Locust Leadership (-0.064), suggesting a preference for the collaborative and innovative methodology of Honeybee Leadership.

The Public Service/Utilities sector exhibits a moderate positive correlation with Locust Leadership (0.087) and a slight negative correlation with Honeybee Leadership (-0.006). In the Retail/Commerce/E-Commerce sector, both leadership styles have a positive correlation, with Locust Leadership at 0.048 and Honeybee Leadership at 0.052, indicating a balance between structured and collaborative leadership methodologies. Telecommunication exhibits a positive association with Locust Leadership (0.117) and a negative correlation with Honeybee Leadership (-0.035), suggesting a greater inclination towards Locust Leadership.

The Textiles/Clothing/Leather/Footwear sector exhibits a weak positive correlation with Honeybee Leadership (0.026) and a negative correlation with Locust Leadership (-0.067), indicating a marginal preference for Honeybee Leadership. Conversely, the Transportation/Aviation/Railways/Road/Shipping sector demonstrates a weak negative correlation with Locust Leadership (-0.056) and a slight positive correlation with Honeybee Leadership (0.011)

In summary, Locust Leadership is predominantly linked to sectors like IT & ITES, Banking, and Hospitality, whereas Honeybee Leadership is more common in industries, such as FMCG, Healthcare, and Automobile.

4.7.7 Regression Analysis: Relationship between Size of Organization and Honeybee and Locust Leadership Styles

Table 4.7.7.1 and table 4.7.7.2 presents a statistical analysis of Regression, provides understanding on the relationship between Size of Organization and Leadership Styles.

Table 4.7.7.1 Regression Summary Statistics (Qualitative Data) Analysis: Relationship between Size of Organization and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Size of Organization	Giants || 5000 & Above	56	56	18.67
	Large || 500 - 999 Employees	48	48	16.00
	Mega || 1000 - 4999 Employees	79	79	26.33
	Micro || 1 – 9 Employees	26	26	8.67
	Mid-Size || 100 – 499 Employee	50	50	16.67
	Small || 10 – 99 Employees	41	41	13.67

Table 4.7.20.2 Regression Correlation matrix: Analysis: Relationship between Size of Organization and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	Giants 5000 & Above	Large 500 - 999 Employees	Mega 1000 - 4999 Employees	Micro 1 – 9 Employees	Mid-Size 100 – 499 Employees	Small 10 – 99 Employees	Locust Leadership	Honeybee Leadership
Giants || 5000 & Above	**1**	-0.209	-0.286	-0.148	-0.214	-0.191	0.024	0.078
Large || 500 - 999 Employees	-0.209	**1**	-0.261	-0.134	-0.195	-0.174	0.122	0.030
Mega || 1000 - 4999 Employees	-0.286	-0.261	**1**	-0.184	-0.267	-0.238	-0.081	0.038
Micro || 1 – 9 Employees	-0.148	-0.134	-0.184	**1**	-0.138	-0.123	-0.136	-0.082
Mid-Size || 100 – 499 Employees	-0.214	-0.195	-0.267	-0.138	**1**	-0.178	0.036	0.020
Small || 10 – 99 Employees	-0.191	-0.174	-0.238	-0.123	-0.178	**1**	0.018	-0.124
Locust Leadership	0.024	0.122	-0.081	-0.136	0.036	0.018	**1**	-0.171
Honeybee Leadership	0.078	0.030	0.038	-0.082	0.020	-0.124	-0.171	**1**

Table 4.7.**7**.1 and Table 4.7.**7**.2 presents critical findings on the correlation between organizational size and Locust and Honeybee leadership styles. The correlation matrix demonstrates many significant links between various organizational sizes and the

specified leadership styles. There exists a significant negative association among most organizational sizes. The correlation between Mega and Giants is -0.286, indicating that entities of these sizes often exhibit divergent patterns in certain shared attributes. Likewise, Large organizations exhibit a negative correlation with Mid-Size organizations (-0.195), indicating divergent patterns or behaviours between these entities.

Upon analyzing the correlation between organizational size and leadership styles, significant patterns emerge. Locust Leadership exhibits a positive correlation of 0.122 with Large organizations (500 - 999 Employees), indicating that this leadership style may be more prevalent. Locust Leadership exhibits negative associations with Mega organizations (-0.081) and Micro organizations (-0.136), indicating that this leadership style is less common in these organizational sizes. On the other hand, Honeybee Leadership exhibits small yet positive connections with Giants (5000 or more Employees) (0.078) and Mega organizations (1000 - 4999 Employees) (0.038), suggesting a marginal inclination towards Honeybee Leadership in larger organizations. There exists a negative relationship between Honeybee Leadership and smaller organizations such as Micro (-0.082) and Small (-0.124).

This analysis offers significant insights into the correlation between organizational size and distinct leadership styles. Respondents from Giants and Mega, appear to have a small preference for Honeybee Leadership, while Locust Leadership seems more preference for the respondents belongs to Large organizations. Both leadership styles exhibit unique patterns of adoption, characterized by a definitive negative correlation.

4.7.8 Regression Analysis: Relationship Age of Respondents and Honeybee and Locust Leadership Styles

The table 4.7.8.1 and table 4.7.8.2 presents a statistical analysis of Regression, provides understanding on the relationship between Age group of Respondents and Leadership Styles.

Table 4.7.8.1 Regression Summary Statistics (Qualitative Data) Analysis: Relationship Age of Respondents and Honeybee and Locust Leadership Styles

Summary statistics (Qualitative data):

Variable	Categories	Counts	Frequencies	%
Age	20-29 Years of Age	31	31	10.333
	30-39	97	97	32.333
	40-49	90	90	30.000
	50-59	57	57	19.000
	60-69	20	20	6.667
	70 and above	5	5	1.667

Table 4.7.8.2 Regression Correlation Matrix Analysis: Relationship Age of Respondents and Honeybee and Locust Leadership Styles

Correlation matrix:

Variables	20-29 Years of Age	30-39	40-49	50-59	50-59	60-69	Locust Leadership	Honeybee Leadership
20-29 Years of Age	**1**	-0.235	-0.222	-0.164	-0.091	-0.044	0.246	-0.247
30-39	-0.235	**1**	-0.453	-0.335	-0.185	-0.090	0.066	-0.026
40-49	-0.222	-0.453	**1**	-0.317	-0.175	-0.085	-0.062	0.077
Age-4	-0.164	-0.335	-0.317	**1**	-0.129	-0.063	-0.131	0.070
50-59	-0.091	-0.185	-0.175	-0.129	**1**	-0.035	-0.060	0.061
60-69	-0.044	-0.090	-0.085	-0.063	-0.035	**1**	-0.087	0.073
Locust Leadership	0.246	0.066	-0.062	-0.131	-0.060	-0.087	**1**	-0.171
Honeybee Leadership	-0.247	-0.026	0.077	0.070	0.061	0.073	-0.171	**1**

The dataset analysis in table 4.7.8.1 and table 4.7.8.2 examines the correlation between various age groups and Locust Leadership and Honeybee Leadership styles. The correlation matrix indicates diverse relationships among the various age groups. There was a negative correlation of -0.453 between respondents aged 30-39 and those aged 40-

49, suggesting that these cohorts exhibit divergent features or inclinations, potentially in their professional behaviours or preferences. A negative correlation of -0.335 is noted between the 30-39 age group and the 50-59 age group, indicating that younger individuals may exhibit distinct characteristics compared to their older counterparts.

Upon examining the correlation between age groups and leadership styles, Locust Leadership demonstrates a positive association with the 20-29 age demographic (0.246), indicating that younger individuals are more inclined to adopt or prefer this leadership style. As individuals age, their inclination towards Locust Leadership appears to decline, evidenced by the negative association with the 50-59 age range (-0.131) and those aged 70 and above (-0.087). On the contrary, Honeybee Leadership demonstrates a negative connection with the 20-29 age demographic (-0.247), indicating that younger individuals are less inclined to embrace this leadership style. Conversely, Honeybee Leadership exhibits marginal positive correlations with older demographics, specifically the 50-59 age range (0.070) and those aged 70 and above (0.073), suggesting that as individuals advance in age, they may gravitate more towards Honeybee Leadership.

The data indicates that leadership preferences generally evolve with age. Younger individuals exhibit a greater inclination towards Locust Leadership, whilst older ones demonstrate a marginal preference for Honeybee Leadership. These findings indicate that leadership styles may develop as individuals progress in their professions.

4.7.9 Regression Analysis on Leadership Styles and Competencies under Mastery at the Intersection of People and Business Category

The table 4.7.9.1 and table 4.7.9.2 presents a statistical analysis of PLS Regression, provides understanding on the relationship between Locust and Honeybee

Leadership Styles and six independent variables (competencies) under Mastery at the Intersection of People and Business Category.

Table 4.7.9.1 Regression Summary Statistics Analysis on Leadership Styles and Competencies under Mastery at the Intersection of People and Business Category

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Locust Leadership	300	0	300	1.000	7.000	3.083	1.934
Honeybee Leadership	300	0	300	1.000	7.000	6.127	1.195
Credible Activist	300	0	300	1.000	7.000	5.930	1.165
Culture and change Steward	300	0	300	1.000	7.000	6.043	1.076
Talent Manager / Organizational Designer	300	0	300	1.000	7.000	6.007	1.044
Strategy Architect	300	0	300	1.000	7.000	5.933	1.092
Business Ally	300	0	300	1.000	7.000	5.753	1.264
Operational Executor	300	0	300	1.000	7.000	5.693	1.351

Table 4.7.9.2 Regression Correlation matrix Analysis on Leadership Styles and Competencies under Mastery at the Intersection of People and Business Category

Correlation matrix:

Variables	Credible Activist	Culture and change Steward	Talent Manager / Organizational Designer	Strategy Architect	Business Ally	Operational Executor	Locust Leadership	Honeybee Leadership
Credible Activist	**1**	0.592	0.517	0.422	0.486	0.384	-0.116	0.396
Culture and change Steward	0.592	**1**	0.616	0.429	0.502	0.430	-0.117	0.435
Talent Manager / Organizational D	0.517	0.616	**1**	0.607	0.516	0.509	0.026	0.385
Strategy Architect	0.422	0.429	0.607	**1**	0.562	0.433	0.030	0.378
Business Ally	0.486	0.502	0.516	0.562	**1**	0.476	-0.013	0.266
Operational Executor	0.384	0.430	0.509	0.433	0.476	**1**	0.198	0.211
Locust Leadership	-0.116	-0.117	0.026	0.030	-0.013	0.198	**1**	-0.171
Honeybee Leadership	0.396	0.435	0.385	0.378	0.266	0.211	-0.171	**1**

Table 4.7.9.1 and table 4.7.9.2 examines the correlation between two leadership styles, Locust Leadership and Honeybee Leadership, and different competencies captured

under Mastery at the Intersection of People and Business. The findings are displayed via summary statistics and a correlation matrix, providing insights into the interaction between competencies and leadership styles. Regarding the competencies, the majority of the respondent exhibit substantially high average ratings, generally ranging from 5.693 to 6.043, signifying that competences such as Culture and Change Steward (mean 6.043) and Talent Manager (mean 6.007) are highly esteemed by the respondents. The uniformity of these scores, indicated by low standard deviations, demonstrates that these roles are esteemed throughout the sample.

The correlation matrix analysis elucidates the correlations between leadership styles and competencies, along with the interconnections among the roles themselves. Significant positive connections exist among several competencies, including the relationship between Credible Activist and Culture and Change Steward (0.592), as well as between Talent Manager and Strategy Architect (0.607). The strong relationships indicate that individuals who flourish in one function are likely to succeed in others, demonstrating interrelated competencies that enhance overall organisational success.

Locust Leadership exhibits a detrimental or tenuous correlation with the majority of organisational functions. For example, it demonstrates a negative link with Credible Activist (-0.116) and Culture and Change Steward (-0.117), indicating that the respondents are less inclined to favour Locust Leadership. There exists a minor positive association between Locust Leadership and Operational Executor (0.198).

On the contrary, Honeybee Leadership exhibits a favourable link with all organisational functions. It exhibits a positive correlation with Credible Activist (0.396) and Culture and Change Steward (0.435), indicating that the respondents are inclined to prefer Honeybee Leadership. This leadership style is positively correlated with roles such

as Talent Manager (0.385) and Strategy Architect (0.378), so emphasising its similarity with positions that prioritise cooperation, culture, and strategic thinking.

The analysis concludes that Honeybee Leadership is more positively correlated with the competencies mapped, especially those centred on activism, cultural stewardship, and talent management. On the other hand, Locust Leadership exhibits a diminished or negative correlation with the majority of roles, indicating a potential misalignment with collaborative or culture-centric competencies, while being somewhat more prominent in operational positions. The inverse association between the two leadership styles underscores their divergent nature, with individuals generally favouring one style over the other.

4.7.10 Regression Analysis on Leadership Styles and Competencies under Leadership Skills: Experience and Timing Category

The table 4.7.10.1 and table 4.7.10.2 presents a statistical analysis of PLS Regression, provides understanding on the relationship between Locust and Honeybee Leadership Styles and six independent variables (competencies) under Leadership Skills: Experience and Timing Category.

Table 4.7.10.1 Regression Summary Statistics Analysis on Leadership Styles and Competencies under Leadership Skills: Experience and Timing Category

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Locust Leadership	300	0	300	1.000	7.000	3.083	1.934
Honeybee Leadership	300	0	300	1.000	7.000	6.127	1.195
Performance	300	0	300	1.000	7.000	6.000	1.148
Leadership Expertise	300	0	300	1.000	7.000	5.997	1.087
Complex Problem Solving	300	0	300	1.000	7.000	5.947	1.102
Solution Construction	300	0	300	1.000	7.000	5.887	1.097
Creative Thinking	300	0	300	1.000	7.000	6.020	1.130
Social Judgement	300	0	300	1.000	7.000	5.843	1.142

Table 4.7.10.2 Regression Correlation matrix Analysis on Leadership Styles and Competencies under Leadership Skills: Experience and Timing Category

Correlation matrix:

Variables	Performance	Leadership Expertise	Complex Problem Solving	Solution Construction	Creative Thinking	Social Judgement	Locust Leadership	Honeybee Leadership
Performance	**1**	0.571	0.555	0.584	0.472	0.403	-0.021	0.402
Leadership Expertise	0.571	**1**	0.592	0.505	0.430	0.366	-0.070	0.381
Complex Problem Solving	0.555	0.592	**1**	0.661	0.519	0.459	0.043	0.376
Solution Construction	0.584	0.505	0.661	**1**	0.536	0.525	0.025	0.404
Creative Thinking	0.472	0.430	0.519	0.536	**1**	0.534	0.039	0.303
Social Judgement	0.403	0.366	0.459	0.525	0.534	**1**	-0.067	0.296
Locust Leadership	-0.021	-0.070	0.043	0.025	0.039	-0.067	**1**	-0.171
Honeybee Leadership	0.402	0.381	0.376	0.404	0.303	0.296	-0.171	**1**

The table 4.7.10.1 and table 4.7.10.2 examines the correlation between Locust Leadership and Honeybee Leadership Styles and Six competencies mapped under Leadership Skills: Experience and Timing. The findings, conveyed via summary statistics and a correlation matrix, explain the interaction between different leadership styles and competencies. The competencies, including Performance, Leadership Expertise, Complex Problem Solving, Solution Construction, Creative Thinking, and Social Judgement, exhibit quite high average scores, ranging from 5.843 to 6.020. High ratings indicate that these skills are esteemed among the sample. The minor fluctuations in standard deviations indicate that these talents are uniformly esteemed among respondents, underscoring their significance in organisational settings.

The correlation matrix analysis reveals strong relationships between competencies and performance. Performance exhibits a robust correlation with Solution Construction (0.584), indicating that persons proficient in solution construction generally achieve superior performance. Performance exhibits significant connections with Leadership Expertise (0.571) and Complex Problem Solving (0.555), indicating that these competencies are essential determinants of good performance.

The captured competencies are significantly interconnected. The robust connection between Complex Problem Solving and Solution Construction (0.661) indicates that persons proficient in problem-solving are also skilled in formulating solutions. Likewise, Creative Thinking exhibits a moderate correlation with both Solution Construction (0.536) and Complex Problem Solving (0.519), highlighting the significance of creativity in problem-solving methodologies. Social judgement significantly influences skills such as Solution Construction (0.525) and Creative Thinking (0.534), underscoring the relevance of judgement in the efficient application of cognitive talents.

Honeybee Leadership exhibits good relationships with all captured capabilities in respect to leadership styles. Honeybee Leadership demonstrates a positive correlation with Performance (0.402), suggesting that persons displaying Honeybee Leadership characteristics typically achieve superior performance. It similarly demonstrates favourable associations with Leadership Expertise (0.381), Solution Construction (0.404), and Creative Thinking (0.303), indicating that Honeybee Leadership is matching with robust cognitive and problem-solving skills.

Conversely, Locust Leadership exhibits diminished or negative correlations with the competencies. Locust Leadership exhibits a marginal negative connection with Performance (-0.021) and Leadership Expertise (-0.070). There are minor positive connections between Locust Leadership and talents such as Complex Problem Solving (0.043) and Solution Construction (0.025), indicating that these links, however weak, are present to a limited degree.

To summarise, that Honeybee Leadership is favourably correlated with many capabilities, especially those pertaining to performance, leadership proficiency, and

problem-solving capabilities. On the other hand, Locust Leadership exhibits lesser and, in many instances, negative correlations with these competencies.

4.7.11 Regression Analysis on Leadership Styles and Skillset Category

Table 4.7.11.1 and table 4.7.11.2 presents a statistical analysis of PLS Regression, provides understanding on the relationship between Locust and Honeybee Leadership Styles and seven independent variables (competencies) under Skill Set category.

Table 4.7.11.1 Regression Summary Statistics Analysis on Leadership Styles and Skillset Category

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Locust Leadership	300	0	300	1.000	7.000	3.083	1.934
Honeybee Leadership	300	0	300	1.000	7.000	6.127	1.195
Integrated HR Tech & Digital HR Solutions	300	0	300	1.000	7.000	5.927	1.125
Data-Driven People Management	300	0	300	1.000	7.000	5.993	1.085
Self-Directed Learning and Career Development	300	0	300	1.000	7.000	5.857	1.192
Integrated Recruitment Strategy and Experience	300	0	300	1.000	7.000	5.793	1.250
Business Priority Alignment and Strategic HR Planning	300	0	300	1.000	7.000	6.197	1.075
Organizational Design and Change Management	300	0	300	1.000	7.000	6.050	1.060
Organizational Governance and Ethical Leadership	300	0	300	1.000	7.000	6.037	1.270

Table 4.7.11.2 Regression Correlation matrix Analysis on Leadership Styles and Skillset Category

Correlation matrix:

Variables	Integrated HR Tech & Digital HR Solutions	Data-Driven People Management	Self-Directed Learning and Career Development Facilitation	Integrated Recruitment Strategy and Experience Design	Business Priority Alignment and Strategic HR Planning	Organizational Design and Change Management	Organizational Governance and Ethical Leadership Practice	Locust Leadership	Honeybee Leadership
Integrated HR Tech & Digital HR Solutions	**1**	0.619	0.608	0.539	0.535	0.468	0.613	0.015	0.457
Data-Driven People Management	0.619	**1**	0.576	0.623	0.569	0.526	0.512	0.042	0.336
Self-Directed Learning and Career Development Facilitation	0.608	0.576	**1**	0.647	0.521	0.516	0.613	0.065	0.302
Integrated Recruitment Strategy and Experience Design	0.539	0.623	0.647	**1**	0.556	0.528	0.544	0.064	0.239
Business Priority Alignment and Strategic HR Planning	0.535	0.569	0.521	0.556	**1**	0.634	0.563	-0.087	0.441
Organizational Design and Change Management	0.468	0.526	0.516	0.528	0.634	**1**	0.510	-0.040	0.349
Organizational Governance and Ethical Leadership Practice	0.613	0.512	0.613	0.544	0.563	0.510	**1**	-0.090	0.411
Locust Leadership	0.015	0.042	0.065	0.064	-0.087	-0.040	-0.090	**1**	-0.171
Honeybee Leadership	0.457	0.336	0.302	0.239	0.441	0.349	0.411	-0.171	**1**

Table 4.7.11.1 and table 4.7.11.2 examines the correlation between Locust Leadership and Honeybee Leadership Styles and Six competencies mapped under Skillset category. The analysis provides insights into the interaction between leadership styles and essential Human Resources skill sets necessary for the organizational success. The competencies, such as Integrated HR Tech, Data-Driven People Management, and Self-Directed Learning, have high average ratings between 5.793 and 6.197, signifying that these capabilities are esteemed and highly valued. The comparatively low standard deviations indicate a robust agreement regarding the significance of competencies among respondents.

The correlation matrix demonstrates significant links between leadership styles and competencies captured under skillset category, along with the interconnections among competencies.

There are significant positive relationships among the various capabilities, indicating that proficiency in one area is associated with high performance in others.

Data-Driven People Management exhibits a strong correlation with Integrated HR Tech & Digital HR Solutions (0.619) and Integrated Recruitment Strategy (0.623). Self-Directed Learning exhibits a significant association with Integrated Recruitment Strategy (0.647).

The relationship between Locust Leadership and competencies within the skillset area is typically poor or negative. Locust Leadership exhibits a marginal negative correlation with Business Priority Alignment and Strategic HR Planning (-0.087) as well as Organisational Governance and Ethical Leadership Practice (-0.090). Weak positive correlations between Locust Leadership and factors such as Self-Directed Learning (0.065) and Integrated Recruitment Strategy (0.064) indicate modest alignment between this leadership style and these competencies.

Conversely, Honeybee Leadership demonstrates robust positive connections with different competencies. Honeybee Leadership exhibits a significant association with Integrated HR Tech & Digital HR Solutions (0.457). Honeybee Leadership is significantly associated with Business Priority Alignment (0.441) and Organisational Governance (0.411). The connections indicate that Honeybee Leadership is linked to advanced capabilities that prioritise technology, strategy, and governance.

The analysis indicates that Honeybee Leadership is favourably correlated with several Human Resources competencies captured under the skillset category, especially those emphasising technological integration, data-driven management, strategic alignment, and ethical governance. Conversely, Locust Leadership exhibits weaker or negative correlations with the mapped capabilities, indicating a potential misalignment with perspective of respondents.

4.7.12 Regression Analysis on Leadership Styles and Mindset Category

Table 4.7.12.1 and table 4.7.12.2 presents a statistical analysis of PLS Regression, provides understanding on the relationship between Locust and Honeybee Leadership Styles and seven independent variables (competencies) under Mind Set category.

Table 4.7.12.1 Regression Summary Statistics Analysis on Leadership Styles and Mindset category

Summary statistics:

Variable	Observations	Obs. with missing data	Obs. without missing data	Minimum	Maximum	Mean	Std. deviation
Locust Leadership	300	0	300	1.000	7.000	3.083	1.934
Honeybee Leadership	300	0	300	1.000	7.000	6.127	1.195
Strategic Alignment and Organizational	300	0	300	1.000	7.000	5.953	1.150
Agility and Adaptability	300	0	300	1.000	7.000	6.080	1.044
Future-Oriented Thinking and Innovation	300	0	300	1.000	7.000	6.133	1.104
Employee-Centric Culture and Support	300	0	300	1.000	7.000	6.093	1.176
Continuous Learning and Professional	300	0	300	1.000	7.000	6.127	1.138
System Approach and Evidence-Based	300	0	300	1.000	7.000	6.023	1.086
Collaborative Partnership and Ethical Leadership	300	0	300	1.000	7.000	6.163	1.144

Table 4.7.12.2 Regression Correlation matrix Analysis on Leadership Styles and Mindset category

Correlation matrix:

Variables	Strategic Alignment and Organizational Vision	Agility and Adaptability	Future-Oriented Thinking and Innovation	Employee-Centric Culture and Support	Continuous Learning and Professional Development	System Approach and Evidence-Based Decision Making	Collaborative Partnership and Ethical Leadership Mindset	Locust Leadership	Honeybee Leadership
Strategic Alignment and Organizational Vision	**1**	0.463	0.503	0.486	0.439	0.360	0.588	-0.128	0.445
Agility and Adaptability	0.463	**1**	0.626	0.541	0.554	0.561	0.569	-0.118	0.413
Future-Oriented Thinking and Innovation	0.503	0.626	**1**	0.498	0.556	0.505	0.563	-0.094	0.382
Employee-Centric Culture and Support	0.486	0.541	0.498	**1**	0.711	0.488	0.630	-0.050	0.448
Continuous Learning and Professional Development	0.439	0.554	0.556	0.711	**1**	0.612	0.606	0.001	0.308
System Approach and Evidence-Based Decision Making	0.360	0.561	0.505	0.488	0.612	**1**	0.570	0.040	0.299
Collaborative Partnership and Ethical Leadership Mindset	0.588	0.569	0.563	0.630	0.606	0.570	**1**	-0.030	0.425
Locust Leadership	-0.128	-0.118	-0.094	-0.050	0.001	0.040	-0.030	**1**	-0.171
Honeybee Leadership	0.445	0.413	0.382	0.448	0.308	0.299	0.425	-0.171	**1**

The analysis examines the relationship between two leadership styles and mindset category, focusing on how these styles interact with essential mindset attributes that Human Resources professionals must possess for sustainable organizational performance. The Mindset variables, including Strategic Alignment, Agility, and Future-Oriented Thinking, have high mean values between 5.953 and 6.163, signifying their favorable perception among respondents. The comparatively low standard deviations for these variables indicate a broad consensus regarding the significance of these aspects across the sample.

The correlation matrix elucidates significant correlations between leadership styles and mindsets, as well as the interrelations among the organizational elements. Significant positive relationships exist among several Mindsets, indicating that organizations that excel in one domain are likely to thrive in others. Agility and

Adaptability exhibit a good correlation with Future-Oriented Thinking and Innovation (0.626) and Employee-Centric Culture and Support (0.541). Continuous Learning and Professional Development exhibits a strong correlation with Employee-Centric Culture (0.711) and System Approach and Evidence-Based Decision Making (0.612). Furthermore, Collaborative Partnership and Ethical Leadership Mindset exhibit significant correlations with Employee-Centric Culture (0.630) and Strategic Alignment and Organizational Vision (0.588).

Locust Leadership exhibits weak or negative connections with the majority of Mindset attributes. For example, Locust Leadership exhibits a negative connection with Strategic Alignment and Organizational Vision (-0.128). It also exhibits negative relationships with Agility and Adaptability (-0.118) and Future-Oriented Thinking and Innovation (-0.094). The association between Locust Leadership and System Approach and Evidence-Based Decision Making is insignificant (0.040).

Conversely, Honeybee Leadership exhibits robust positive connections with all Mindset parameters. Honeybee Leadership exhibits a positive correlation with Strategic Alignment and Organizational Vision (0.445). It demonstrates robust positive relationships with Employee-Centric Culture and Support (0.448) and Collaborative Partnership and Ethical Leadership Mindset (0.425). Agility and adaptability exhibit a positive link with Honeybee Leadership (0.413).

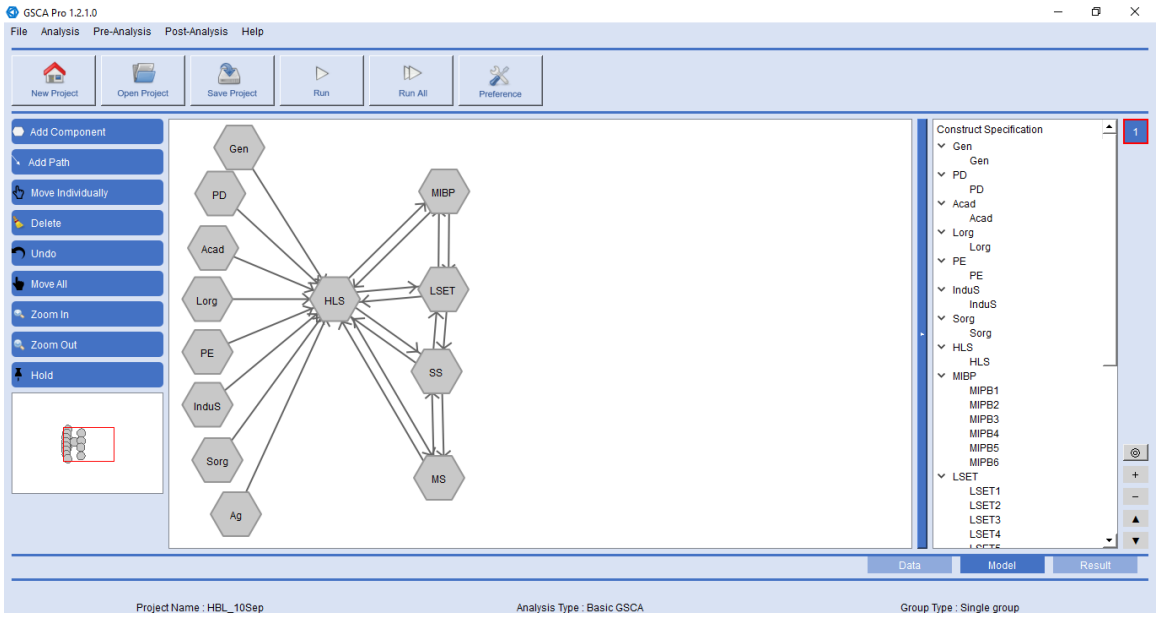
To summarize, Honeybee Leadership is intricately linked to Mindset categories including Strategic Alignment, Agility, Employee-Centric Culture, and Collaborative Partnership. Conversely, Locust Leadership exhibits lesser or negative correlations with the majority of the Mindset characteristics. The inverse relationship between the two leadership styles underscores their unique characteristics, with organizations inclined to favour one based on their strategic objectives and cultural values.

4.8 Structural Equation Modelling (SEM)

4.8.1 Structural Equation Modelling (SEM) with Honeybee Leadership Style, Demographic Details and Competencies

The figure 4.8.1.1 presents a Structural Equation Modelling provides deep understanding on the relationship between Honeybee Leadership Style as dependent variable and 34 independent variables like Demographic Details (8 headers) and 26 Competencies captured under following heads Mastery at the Intersection of People and Business, Leadership Skills: Experience and Timing, Skillset Category and Mindset Category. An in-depth investigation has been conducted using the following structural model done through GSCA Pro displayed in the figure 4.7.26.1 GSCA Pro (GSCA Pro Version 1.2 [1], [2023]).

Table 4.8.1.1: Structural Equation Modelling with Honeybee Leadership Style and Eight Demographic Details and 26 Competencies



Indicators: PD: Professional Domain | Acad: Academics | Lorg: Level in the Organization | PE: Professional Experience | Indus: Industry Sector | Sorg: Size of

Organization | HLS: Honeybee Leadership Style | MIPB: Mastery at the Intersection of People and Business | LSET: Leadership Skills: Experience and Timing | SS: Skill Set Category | MS: Mind Set Category

Table 4.8.1.2: Model Fit Measures of SEM with Honeybee Leadership Style Demographic Details and Competencies

Model fit measures	
FIT	0.58458
AFIT	0.58091
FITs	0.25632
FITm	0.70651
GFI	0.99024
SRMR	0.04034
OPE	0.4285
OPEs	0.76239
OPEm	0.30448

Table 4.8.1.3: Weights of SEM with Honeybee Leadership Style, Demographic Details and Competencies

Weights				
	Estimate	SE	95%CI(L)	95%CI(U)
Gender	1	0	1	1
Professional Domain	1	0	1	1
Academics	1	0	1	1
Level in the Organization	1	0	1	1
Professional Experience	1	0	1	1
Industry Sector	1	0	1	1
Size of Organization	1	0	1	1
Age	1	0	1	1
Honeybee Leadership Style	1	0	1	1
Mastery at the Intersection of People and Business				
Credible Activist	0.21557	0.0234	0.1800456	0.2566986
Culture and change Steward	0.23572	0.01621	0.2072448	0.2703632
Talent Manager / Organizational Designer	0.23918	0.01949	0.2009369	0.2790934
Strategy Architect	0.23567	0.018	0.193124	0.2640165
Business Ally	0.20046	0.02319	0.1618992	0.2504226
Operational Executor	0.17813	0.02334	0.139465	0.2215251
Leadership Skills: Experience and Timing				
Performance	0.2387	0.01797	0.1999049	0.2755956
Leadership Expertise	0.18503	0.02021	0.1463223	0.225934
Complex Problem Solving	0.21244	0.02055	0.1681744	0.2515169
Solution Construction	0.26193	0.02325	0.2182529	0.3163112
Creative Thinking	0.20475	0.01875	0.170668	0.243525
Social Judgement	0.18545	0.01941	0.1501572	0.2259405
Skill Set Category				
Integrated HR Tech & Digital HR Solutions	0.16877	0.01723	0.1343656	0.2018414
Data-Driven People Management	0.15578	0.01833	0.1230016	0.1888777
Self-Directed Learning and Career Development Facilitation	0.1897	0.01744	0.1606964	0.226825
Integrated Recruitment Strategy and Experience Design	0.1812	0.02142	0.1500898	0.2327393
Business Priority Alignment and Strategic HR Planning	0.18708	0.02044	0.1491639	0.2280272
Organizational Design and Change Management	0.16679	0.01821	0.1313385	0.2056621
Organizational Governance and Ethical Leadership Practice	0.2143	0.01921	0.1776482	0.2610297
Mind Set Category				
Strategic Alignment and Organizational Vision	0.19671	0.0185	0.1649523	0.2420784
Agility and Adaptability	0.16959	0.01457	0.1457649	0.1981782
Future-Oriented Thinking and Innovation	0.16568	0.01583	0.1266471	0.1883681
Employee-Centric Culture and Support	0.19123	0.01745	0.1582247	0.2279068
Continuous Learning and Professional Development	0.18357	0.02216	0.1365633	0.2301165
System Approach and Evidence-Based Decision Making	0.17799	0.01786	0.1445214	0.2133138
Collaborative Partnership and Ethical Leadership Mindset	0.19621	0.0171	0.1604215	0.2282675

Table 4.8.1.4: Loading of SEM with Honeybee Leadership Style Demographic Details and Competencies

Loadings				
	Estimate	SE	95%CI(L)	95%CI(U)
Gender	1	0	1	1
Professional Domain	1	0	1	1
Academics	1	0	1	1
Level in the Organization	1	0	1	1
Professional Experience	1	0	1	1
Industry Sector	1	0	1	1
Size of Organization	1	0	1	1
Age	1	0	1	1
Honeybee Leadership Style	1	0	1	1
Mastery at the Intersection of People and Business				
Credible Activist	0.7441526	0.0431767	0.6481465	0.8138816
Culture and change Steward	0.7889771	0.0392714	0.6946093	0.8609633
Talent Manager / Organizational Designer	0.8330198	0.0304306	0.7746514	0.8801831
Strategy Architect	0.7629207	0.0414226	0.6695321	0.8302528
Business Ally	0.7641981	0.029477	0.6979414	0.8178562
Operational Executor	0.681388	0.049015	0.5872869	0.7730283
Leadership Skills: Experience and Timing				
Performance	0.7866875	0.0344609	0.7136625	0.8523791
Leadership Expertise	0.7353304	0.052724	0.6091207	0.8182774
Complex Problem Solving	0.8190734	0.0278091	0.7632439	0.8637119
Solution Construction	0.8422634	0.0223282	0.7817206	0.8844751
Creative Thinking	0.7466274	0.0447457	0.6446121	0.8129544
Social Judgement	0.6937417	0.0460263	0.5965762	0.7829587
Skill Set Category				
Integrated HR Tech & Digital HR Solutions	0.7876133	0.0394981	0.6861224	0.8497309
Data-Driven People Management	0.7863379	0.0419878	0.678713	0.8566133
Self-Directed Learning and Career Development Facilitation	0.8141428	0.0297105	0.7496443	0.87156
Integrated Recruitment Strategy and Experience Design	0.800311	0.0255162	0.7484668	0.8476653
Business Priority Alignment and Strategic HR Planning	0.791798	0.04683	0.6665123	0.8702379
Organizational Design and Change Management	0.7492933	0.0450751	0.6349363	0.8181893
Organizational Governance and Ethical Leadership Practice	0.8027066	0.032597	0.7231653	0.8584853
Mind Set Category				
Strategic Alignment and Organizational Vision	0.7113554	0.0606849	0.564213	0.810221
Agility and Adaptability	0.7810969	0.0347551	0.7033463	0.8427026
Future-Oriented Thinking and Innovation	0.7682061	0.0452274	0.6880571	0.8461989
Employee-Centric Culture and Support	0.8020848	0.0381696	0.7203861	0.8727793
Continuous Learning and Professional Development	0.8198259	0.0280358	0.7648135	0.8723534
System Approach and Evidence-Based Decision Making	0.7451114	0.0374002	0.6828517	0.8153783
Collaborative Partnership and Ethical Leadership Mindset	0.8349236	0.0302389	0.7793084	0.8779348

Table 4.8.1.5: Path Coefficients of SEM with Honeybee Leadership Style Demographic Details and Correlations between indicators and components

Path Coefficients				
	Estimate	SE	95%CI(L)	95%CI(U)
Gender->Honeybee Leadership Style	-0.0347772	0.0493484	-0.1183254	0.0827788
Professional Domain->Honeybee Leadership Style	-0.004888	0.0600977	-0.1309054	0.0922314
Academics->Honeybee Leadership Style	-0.0254457	0.0599287	-0.1222058	0.1033033
Level in the Organization->Honeybee Leadership Style	-0.0095801	0.0584903	-0.1227646	0.1229856
Professional Experience->Honeybee Leadership Style	-0.1790797	0.0510606	-0.265199	-0.0372663
Industry Sector->Honeybee Leadership Style	0.0344799	0.0438754	-0.0503074	0.1305868
Size of Organization->Honeybee Leadership Style	-0.0644262	0.0537728	-0.1584515	0.0304164
Age->Honeybee Leadership Style	0.1622189	0.0571008	0.0419871	0.2740359
Mastery at the Intersection of People and Business->Honeybee Leadership Style	0.1517368	0.1061203	-0.0506893	0.3334381
Leadership Skills: Experience and Timing->Honeybee Leadership Style	0.1250767	0.1330996	-0.2119312	0.3359781
Skill Set Category->Honeybee Leadership Style	-0.0149613	0.1331821	-0.2051297	0.2808589
Mind Set Category->Honeybee Leadership Style	0.2687834	0.1334291	0.0046896	0.5246469
Honeybee Leadership Style->Mastery at the Intersection of People and Business	0.1010495	0.0522152	-0.0020398	0.2140019
Leadership Skills: Experience and Timing->Mastery at the Intersection of People and Business	0.7650879	0.0488064	0.6670014	0.8559379
Honeybee Leadership Style->Leadership Skills: Experience and Timing	0.0589351	0.0403118	-0.022986	0.1201326
Mastery at the Intersection of People and Business->Leadership Skills: Experience and Timing	0.4156143	0.065855	0.2942162	0.5523479
Skill Set Category->Leadership Skills: Experience and Timing	0.4773416	0.0667157	0.3423572	0.5929664
Honeybee Leadership Style->Skill Set Category	0.0033464	0.0370986	-0.0505549	0.0831209
Leadership Skills: Experience and Timing->Skill Set Category	0.3403409	0.0576054	0.2452036	0.4490831
Mind Set Category->Skill Set Category	0.5918833	0.0587148	0.462557	0.6846674
Honeybee Leadership Style->Mind Set Category	0.1261919	0.0415249	0.042266	0.1953987
Skill Set Category->Mind Set Category	0.8142094	0.0293585	0.7541132	0.8664191

Table 4.8.1.6: Component Correlations of SEM with Honeybee Leadership Style Demographic Details and Correlations between indicators and components

Component Correlations													
	Gender	Professional Domain	Academics	Level in the Organization	Professional Experience	Industry Sector	Size of Organization	Age	Honeybee Leadership Style	Mastery at the Intersection of People and Business	Leadership Skills: Experience and Timing	Skill Set Category	Mind Set Category
Gender	1	0.035968	0.0449743	0.0553045	-0.0065782	0.1284451	-0.0782171	0.2122287	0.0303985	0.0254884	0.0363043	0.0591673	0.053683
Professional Domain	0.035968	1	0.2454614	-0.2573639	-0.0685752	0.149059	-0.282507	-0.0141958	0.0506619	0.0626608	0.01167	0.0414433	0.0629338
Academics	0.0449743	0.2454614	1	-0.1052804	-0.0930912	0.2115228	-0.150405	0.004612	0.0334592	0.0617893	0.0538677	0.0134347	0.0384906
Level in the Organization	0.0553045	-0.2573639	-0.1052804	1	0.0362828	-0.145694	0.2122912	0.4210648	0.1042266	0.1145536	0.114881	0.1229283	0.1442606
Professional Experience	-0.0065782	-0.0685752	-0.0930912	0.0362828	1	-0.0400686	0.1943078	-0.0130479	-0.1955359	-0.0066442	0.026056	0.0067516	-0.0192515
Industry Sector	0.1284451	0.149059	0.2115228	-0.145694	-0.0400686	1	-0.1439688	-0.0220179	0.0390467	0.0246232	0.0076176	-0.0088316	-0.0147006
Size of Organization	-0.0782171	-0.282507	-0.150405	0.2122912	0.1943078	-0.1439688	1	0.0761993	-0.1239454	-0.1179046	-0.035913	-0.063294	-0.06168
Age	0.2122287	-0.0141958	0.004612	0.4210648	-0.0130479	-0.0220179	0.0761993	1	0.216374	0.0792824	0.117075	0.1211837	0.1640322
Honeybee Leadership Style	0.0303985	0.0506619	0.0334592	0.1042266	-0.1955359	0.0390467	-0.1239454	0.216374	1	0.4599466	0.4690926	0.458785	0.4997389
Mastery at the Intersection of People and Business	0.0254884	0.0626608	0.0617893	0.1145536	-0.0066442	0.0246232	-0.1179046	0.0792824	0.4599466	1	0.8124895	0.7746407	0.7423904
Leadership Skills: Experience and Timing	0.0363043	0.01167	0.0538677	0.114881	0.026056	0.0076176	-0.035913	0.117075	0.4690926	0.8124895	1	0.8263318	0.8184403
Skill Set Category	0.0591673	0.0414433	0.0134347	0.1229283	0.0067516	-0.0088316	-0.063294	0.1211837	0.458785	0.7746407	0.8263318	1	0.8721044
Mind Set Category	0.053683	0.0629338	0.0384906	0.1442606	-0.0192515	-0.0147006	-0.06168	0.1640322	0.4997389	0.7423904	0.8184403	0.8721044	1

Table 4.8.1.7: Correlations between Indicators and Components of SEM with Honeybee Leadership Style Demographic Details and Correlations between indicators and competencies

Correlations between Indicators and Components

	Gender	Professional Domain	Academics	Level in the Organization	Professional Experience	Industry Sector	Size of Organization	Age	Honeybee Leadership Style	Mastery at the Intersection of People and Business	Leadership Skills: Experience and Timing	Skill Set Category	Mind Set Category
Gender	1	0.035968	0.0449743	0.0553045	-0.0065782	0.1284451	-0.0782171	0.2122287	0.0303985	0.0254884	0.0363043	0.0591673	0.053683
Professional Domain	0.035968	1	0.2454614	-0.2573639	-0.0685752	0.149059	-0.282507	-0.0141958	0.0506619	0.0626608	0.01167	0.0414433	0.0629338
Academics	0.0449743	0.2454614	1	-0.1052804	-0.0930912	0.2115228	-0.150405	0.004612	0.0334592	0.0617893	0.0538677	0.0134347	0.0384906
Level in the Organization	0.0553045	-0.2573639	-0.1052804	1	0.0362828	-0.145694	0.2122912	0.4210648	0.1042266	0.1145536	0.114881	0.1229283	0.1442606
Professional Experience	-0.0065782	-0.0685752	-0.0930912	0.0362828	1	-0.0400686	0.1943078	-0.0130479	-0.1955359	-0.0066442	0.026056	0.0067516	-0.0192515
Industry Sector	0.1284451	0.149059	0.2115228	-0.145694	-0.0400686	1	-0.1439688	-0.0220179	0.0390467	0.0246232	0.0076176	-0.0088316	-0.0147006
Size of Organization	-0.0782171	-0.282507	-0.150405	0.2122912	0.1943078	-0.1439688	1	0.0761993	-0.1239454	-0.1179046	-0.035913	-0.063294	-0.06168
Age	0.2122287	-0.0141958	0.004612	0.4210648	-0.0130479	-0.0220179	0.0761993	1	0.216374	0.0792824	0.117075	0.1211837	0.1640322
Honeybee Leadership Style	0.0303985	0.0506619	0.0334592	0.1042266	-0.1955359	0.0390467	-0.1239454	0.216374	1	0.4599466	0.4690926	0.458785	0.4997389
Credible Activist	-0.0288148	0.0986055	0.0968525	0.0951375	-0.0680742	0.0226727	-0.1520411	0.099138	0.3956105	0.7441526	0.5988093	0.5530972	0.5243801
Culture and change Steward	0.0449999	0.0402807	0.082073	0.0652809	-0.0276442	0.085248	-0.083123	0.056822	0.4350244	0.7889771	0.6421853	0.617203	0.6035663
Talent Manager / Organizational Designer	-0.0035628	0.0723468	0.048702	0.1005873	-0.0080642	0.016106	-0.0985598	0.0537785	0.3852024	0.8330198	0.6888995	0.6717466	0.6543459
Strategy Architect	0.0690561	0.0176353	-0.0610839	0.1752487	0.0161161	-0.0539265	-0.0530848	0.1221006	0.3779637	0.7629207	0.6363608	0.5930085	0.5709089
Business Ally	0.066561	0.0719514	0.0948614	0.043767	0.0056076	0.0154279	-0.1263137	0.028537	0.2664542	0.7641981	0.6111286	0.5942056	0.5642309
Operational Executor	-0.0430751	-0.0223085	0.0297328	0.0253951	0.0648585	0.0303455	-0.0231888	-0.0159534	0.2105239	0.681388	0.5320821	0.5074153	0.4654995
Performance	0.0599318	-0.0497838	-0.0092741	0.137046	0.0165768	-0.0276925	-0.0399656	0.1823627	0.402186	0.6553816	0.7866875	0.6503438	0.6040789
Leadership Expertise	0.0615113	0.0470538	-0.0062544	0.0783573	-0.0453808	0.0906977	-0.1242885	0.061126	0.3814513	0.5961487	0.7353304	0.5591965	0.5977075
Complex Problem Solving	0.0131325	0.0450951	0.0607297	0.0481948	0.0675988	0.0756297	-0.0221778	0.0487894	0.3758288	0.6489063	0.8190734	0.6662552	0.6517215
Solution Construction	0.0158338	0.0101635	0.012578	0.1341958	0.0437361	-0.0215345	-0.0180172	0.091856	0.4035995	0.6889699	0.8422634	0.737414	0.7123146
Creative Thinking	-0.0301671	-0.0045511	0.0737598	0.0699996	0.0555226	-0.0385712	0.0233332	0.0512995	0.3026503	0.6125527	0.7466274	0.609973	0.642353
Social Judgement	0.0531461	0.0190698	0.1398732	0.0428527	-0.0360683	-0.0274081	0.0068903	0.0933121	0.2964689	0.5499945	0.6937417	0.5825399	0.5774619
Integrated HR Tech & Digital HR Solutions	0.0159911	0.0374607	-0.0146054	0.0767815	-0.0001269	-0.000781	-0.0753103	0.1384109	0.4571274	0.6125076	0.6274542	0.7876133	0.6953354
Data-Driven People Management	0.0527458	0.135209	0.0414394	0.0740852	-0.0580076	-0.0258764	-0.087153	0.087591	0.3359053	0.5953717	0.6030528	0.7863379	0.6678032
Self-Directed Learning and Career Development Facilitation	-0.0194737	0.0144983	-0.0620571	0.0805698	0.0650726	-0.0024761	0.0079597	0.0177165	0.3015109	0.6696577	0.677409	0.8141428	0.7104957
Integrated Recruitment Strategy and Experience Design	0.0188759	-0.0243662	0.1015486	0.0921735	0.0508832	-0.0414279	0.016585	0.0192746	0.239185	0.6228935	0.6612184	0.800311	0.6775507
Business Priority Alignment and Strategic HR Planning	0.1077024	0.0410699	0.0263643	0.1095344	0.0090073	0.0028365	-0.0955834	0.1305058	0.4413368	0.6276318	0.7076217	0.791798	0.6750372
Organizational Design and Change Management	0.0710016	0.0133227	0.0409089	0.0805321	-0.0158131	-0.0069008	-0.0403462	0.0886941	0.3485482	0.5709963	0.6267916	0.7492933	0.642353
Organizational Governance and Ethical Leadership Practice	0.0771563	0.0271478	-0.041717	0.1517494	-0.022411	0.0183302	-0.078916	0.1778734	0.4109852	0.5878123	0.6591457	0.8027066	0.7454465
Strategic Alignment and Organizational Vision	0.062533	0.0951091	0.0422488	0.137529	-0.0583749	-0.0044655	-0.0760595	0.1638636	0.444749	0.5058543	0.5910018	0.6511865	0.7113554
Agility and Adaptability	0.0450901	0.111028	0.0746226	0.0716636	0.0285168	-0.0077876	-0.1091019	0.1496749	0.4125124	0.5712598	0.6498872	0.65183	0.7810969
Future-Oriented Thinking and Innovation	0.0156893	0.0369898	0.0340611	0.0858099	-0.0404919	0.0221083	-0.019627	0.0665199	0.3824092	0.5994613	0.6824062	0.6563343	0.7682061
Employee-Centric Culture and Support	0.046721	0.0272894	-0.0328361	0.0965546	-0.0739582	-0.0594177	-0.0073058	0.1245917	0.4484528	0.5556229	0.6016785	0.679134	0.8020848
Continuous Learning and Professional Development	0.0386476	-0.0109554	0.035145	0.1070094	-0.0172655	-0.0672343	-0.074099	0.0893059	0.3078145	0.6347708	0.6694433	0.7280404	0.8198259
System Approach and Evidence-Based Decision Making	-0.0225413	0.047571	0.0731911	0.0823748	0.0440336	-0.0046476	-0.0203389	0.0698473	0.2990793	0.6083914	0.6240219	0.6621242	0.7451114
Collaborative Partnership and Ethical Leadership Mindset	0.0974394	0.0386934	-0.0067185	0.1940083	0.018242	0.0426458	-0.0323334	0.2178351	0.4252436	0.5892507	0.6619741	0.730598	0.8349236

The model's fit was assessed via many fit metrics (table 4.8.1.2). The FIT index, representing the proportion of variation explained by the model, was 0.5846, signifying that the model accounts for 58.46% of the data variance. The Adjusted FIT (AFIT), which accounts for model complexity, was 0.5809, indicating a comparable level of fit. The Structural FIT (FITs) for the model's structural component was 0.2563, however the Measurement FIT (FITm), indicative of the measurement aspect, was greater at 0.7065. The Goodness of Fit Index (GFI) was 0.9902, signifying an exceptionally robust overall model fit, while the Standardised Root Mean Square Residual (SRMR) of 0.0403 indicated minimal residual error, hence reinforcing the model's adequacy. The Overall Predictive Power (OPE) of the model was moderate at 0.4285, with the structural component exhibiting greater predictive power (OPEs) at 0.7624, whilst the measurement component's predictive power (OPEm) was 0.3045.

The analysis indicated fixed estimates of 1 for general constructs including Gender, Professional Domain, Academics, Level in the Organisation, Professional Experience, Industry Sector, and Size of Organisation, signifying that these variables contributed flawlessly to the model without any variation. The findings for particular latent variables exhibited variance, as demonstrated by the 'Mastery at the Intersection of People and Business' variables. The 'Credible Activist' had an estimate of 0.2156, a standard error (SE) of 0.0234, and a 95% confidence range (CI) from 0.1800 to 0.2567. Likewise, ‘Leadership Skills: Experience and Timing’ and ‘Skill Set Category’ exhibited differing contributions, with ‘Performance’ estimated at 0.2387 (SE = 0.0180) and ‘Integrated HR Tech & Digital HR Solutions’ estimated at 0.1688 (SE = 0.0172).

The loadings (table 4.8.1.4) of these latent variables, indicating their correlations with observable indicators, demonstrated consistent findings across the model. The loading for 'Credible Activist' was 0.7442 (SE = 0.0432), while the loading for

'Performance' was 0.7867 (SE = 0.0345), indicating robust correlations between the latent and observable variables.

The path coefficients ((table 4.8.1.5) among variables indicated significant links inside the model. For instance, 'Professional Experience' exhibited a considerable negative impact on 'Honeybee Leadership Style,' evidenced by a path coefficient of -0.1791 (SE = 0.0511, 95% CI [-0.2652, -0.0373]). The 'Mind Set Category' shown a substantial positive effect on the 'Honeybee Leadership Style,' with a coefficient of 0.2688 (SE = 0.1334, 95% CI [0.0047, 0.5246]). Other significant pathways included ‘Leadership Skills: Experience and Timing -> Mastery at the Intersection of People and Business’, exhibiting a robust positive path coefficient of 0.7651 (SE = 0.0488, 95% CI [0.6670, 0.8559]), and ‘Mind Set Category -> Skill Set Category’, demonstrating a significant coefficient of 0.5919 (SE = 0.0587, 95% CI [0.4626, 0.6847]).

The correlations among components of latent variables were predominantly moderate, while several significant associations were identified. The correlation between 'Gender' and 'Age' was 0.2122, while the correlation between 'Academics' and 'Professional Domain' was 0.2455, signifying moderate favourable associations. A negative correlation of -0.1239 was identified between 'Size of Organisation' and 'Honeybee Leadership Style,' indicating a negative relationship between the two variables. The correlation between 'Leadership Skills: Experience and Timing' and 'Skill Set Category' was extremely high, at 0.9302.

The construct quality metrics, including the Proportion of Variance Explained (PVE), showed increases for ‘Leadership Skills: Experience and Timing’ (0.5964), ‘Skill Set Category’ (0.6250), and ‘Mind Set Category’ (0.6106), signifying robust construct reliability. The Rho coefficients for ‘Leadership Skills: Experience and Timing’ (0.8933), ‘Skill Set Category’ (0.9210), and ‘Mind Set Category’ (0.9163) reinforced the reliability

of these constructs, indicating substantial internal consistency. The Fornell-Larcker criterion values, utilised to evaluate discriminant validity, demonstrated that constructs such as ‘Academics’ and ‘Professional Domain’ exhibited acceptable discriminant validity with a value of 0.2455. Simultaneously, the 'Honeybee Leadership Style' and 'Mastery at the Intersection of People and Business' exhibited a stronger link of 0.4599.

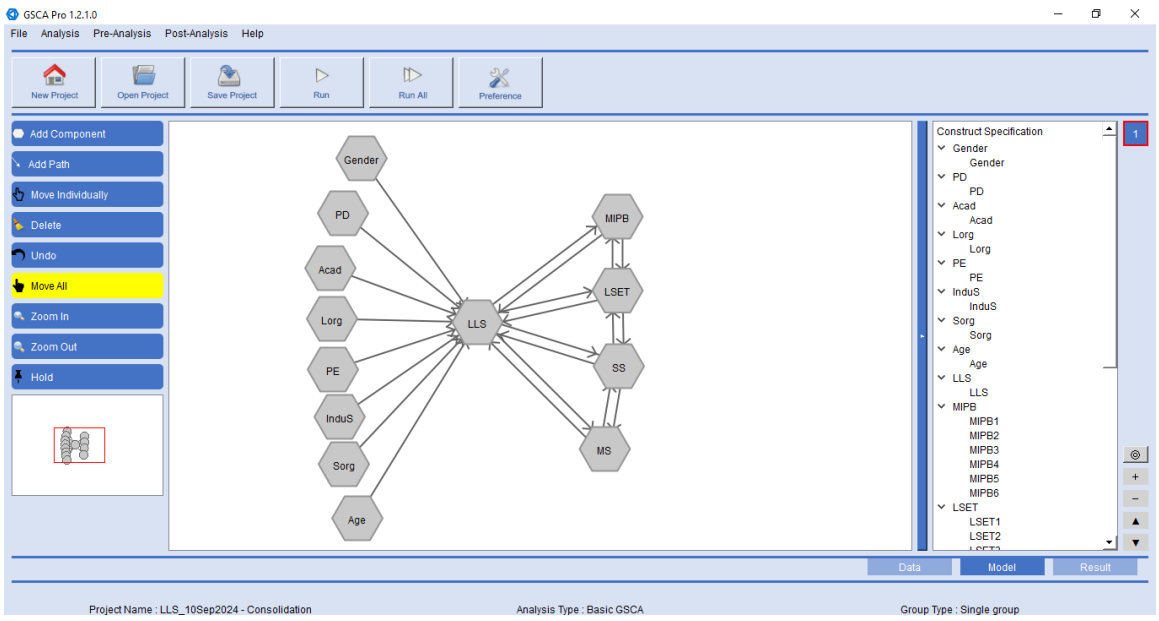
Variance Inflation Factor (VIF) readings, which evaluate multicollinearity, remained within acceptable thresholds, though marginally higher for certain connections. The Variance Inflation Factor (VIF) for 'Leadership Skills: Experience and Timing -> Skill Set Category' was 5.29, whereas for 'Skill Set Category -> Mind Set Category' it was 4.92, signifying high multicollinearity. The R-squared values for the components in the structural model revealed that ‘Honeybee Leadership Style’ had an R-squared value of 0.3322, whereas ‘Mastery at the Intersection of People and Business’ and ‘Skill Set Category’ exhibited higher values of 0.6681 and 0.7989, respectively, indicating robust predictive capability.

The SEM analysis demonstrated a well-fitting model with significant correlations across important variables. ‘Leadership Skills: Experience and Timing’, ‘Skill Set Category’, and ‘Mind Set Category’ revealed as highly interrelated constructs, significantly impacting other latent variables such as ‘Honeybee Leadership Style’. The model exhibits moderate to strong predictive capability and dependability, emphasising significant pathways, including 'Leadership Skills: Experience and Timing' to 'Mastery at the Intersection of People and Business' and 'Mind Set Category' to 'Skill Set Category'.

4.8.2 Structural Equation Modelling SEM with Locust Leadership Style Demographic Details and Competencies

Table 4.8.2.1 presents a Structural Equation Modelling provides deep understanding on the relationship between Locust Leadership Style as dependent variable and 34 independent variables like Demographic Details (8 headers) and 26 Competencies captured under following heads Mastery at the Intersection of People and Business, Leadership Skills: Experience and Timing, Skillset Category and Mindset Category. An in-depth investigation has been conducted using the following structural model done through GSCA Pro displayed in the figure 4.7.27.1 GSCA Pro (GSCA Pro Version 1.2 [1], [2023]).

Table 4.8.2.1: Structural Equation Modelling with Locust Leadership Style and Eight Demographic Details and 26 competencies



Indicators: PD: Professional Domain | Acad: Academics | Lorg: Level in the Organization | PE: Professional Experience | Indus: Industry Sector | Sorg: Size of Organization | LLS: Locust Leadership Style | MIPB: Mastery at the Intersection of

People and Business | LSET:Leadership Skills: Experience and Timing | SS: Skill Set Category | MS: Mind Set Category

Table 4.8.2.2: Model Fit Measures of SEM with Locust Leadership Style Demographic Details and Competencies.

Model Fit Measures	
FIT	0.5798622
AFIT	0.5761484
FITs	0.2386868
FITm	0.7065845
GFI	0.9895876
SRMR	0.0409879
OPE	0.4333429
OPEs	0.7803877
OPEm	0.3044405

Table 4.8.2.3: Weights of SEM with Locust Leadership Style Demographic Details and Competencies

Weights				
Variables	Estimate	SE	95%CI(L)	95%CI(U)
Gender	1	0	1	1
Professional Domain	1	0	1	1
Academics	1	0	1	1
Level in the Organization	1	0	1	1
Professional Experience	1	0	1	1
Industry Sector	1	0	1	1
Size of Organization	1	0	1	1
Age	1	0	1	1
Locust Leadership Style	1	0	1	1
Mastery at the Intersection of People and Business				
Credible Activist	0.2113006	0.02613	0.1716497	0.2671205
Culture and change Steward	0.2266068	0.0175	0.1936206	0.259855
Talent Manager / Organizational Designer	0.2421359	0.01945	0.2011718	0.2833631
Strategy Architect	0.2305215	0.01886	0.1921715	0.2612023
Business Ally	0.2094866	0.02072	0.1766149	0.2545529
Operational Executor	0.1852712	0.02817	0.1434244	0.2422884
Leadership Skills: Experience and Timing				
Performance	0.2384937	0.0192	0.199598	0.2781066
Leadership Expertise	0.1824717	0.02121	0.132271	0.2254859
Complex Problem Solving	0.2115855	0.02094	0.1684351	0.2559984
Solution Construction	0.2629263	0.02394	0.216332	0.3204778
Creative Thinking	0.2073397	0.01906	0.1745918	0.2462189
Social Judgement	0.1854233	0.02041	0.1483347	0.2334574
Skill Set Category				
Integrated HR Tech & Digital HR Solutions	0.1761168	0.01905	0.1388439	0.2150237
Data-Driven People Management	0.1573581	0.01841	0.1197942	0.1961584
Self-Directed Learning and Career Development Facilitation	0.1906212	0.01912	0.1627133	0.2332437
Integrated Recruitment Strategy and Experience Design	0.1793874	0.02238	0.1460455	0.237785
Business Priority Alignment and Strategic HR Planning	0.1846092	0.01975	0.1432211	0.2293508
Organizational Design and Change Management	0.1651616	0.01875	0.1248067	0.2058786
Organizational Governance and Ethical Leadership Practice	0.2103451	0.01979	0.1765027	0.2567746
Mind Set Category				
Strategic Alignment and Organizational Vision	0.1944049	0.01754	0.1646108	0.2374714
Agility and Adaptability	0.171715	0.01588	0.1501195	0.2146989
Future-Oriented Thinking and Innovation	0.1702907	0.01711	0.1356336	0.2016143
Employee-Centric Culture and Support	0.1748062	0.02528	0.1382112	0.2268711
Continuous Learning and Professional Development	0.2012853	0.0199	0.1608053	0.2428256
System Approach and Evidence-Based Decision Making	0.1770444	0.01605	0.1490354	0.2073418
Collaborative Partnership and Ethical Leadership Mindset	0.1910506	0.01761	0.153583	0.2222447

Table 4.8.2.4: Loading of SEM with Locust Leadership Style Demographic Details and Competencies

Loadings				
Variables	Estimate	SE	95%CI(L)	95%CI(U)
Gender	1	0	1	1
Professional Domain	1	0	1	1
Academics	1	0	1	1
Level in the Organization	1	0	1	1
Professional Experience	1	0	1	1
Industry Sector	1	0	1	1
Size of Organization	1	0	1	1
Age	1	0	1	1
Locust Leadership Style	1	0	1	1
Mastery at the Intersection of People and Business				
Credible Activist	0.7409704	0.0446232	0.6443095	0.8118671
Culture and change Steward	0.7845507	0.0408767	0.6895375	0.8572613
Talent Manager / Organizational Designer	0.8333174	0.0300956	0.7752641	0.8796188
Strategy Architect	0.7620153	0.0424079	0.6714134	0.832391
Business Ally	0.7686077	0.0290096	0.7045122	0.8161437
Operational Executor	0.6865503	0.0502459	0.5943406	0.7790452
Leadership Skills: Experience and Timing				
Performance	0.7863268	0.0348903	0.7112745	0.8526486
Leadership Expertise	0.7337444	0.0532569	0.6188389	0.8214422
Complex Problem Solving	0.8185695	0.0279816	0.7615713	0.8639911
Solution Construction	0.8426438	0.0223668	0.7809627	0.8846552
Creative Thinking	0.7480836	0.0440665	0.6443784	0.8161994
Social Judgement	0.694197	0.0459434	0.6011112	0.7844587
Skill Set Category				
Integrated HR Tech & Digital HR Solutions	0.7910173	0.0390083	0.6912888	0.8525277
Data-Driven People Management	0.7875789	0.0414961	0.679764	0.8549783
Self-Directed Learning and Career Development Facilitation	0.8147211	0.0303525	0.7470476	0.8713616
Integrated Recruitment Strategy and Experience Design	0.7996533	0.0253725	0.7496052	0.8532175
Business Priority Alignment and Strategic HR Planning	0.790371	0.0472191	0.6745364	0.8672656
Organizational Design and Change Management	0.7478778	0.0454014	0.6371382	0.8177222
Organizational Governance and Ethical Leadership Practice	0.8014227	0.0327885	0.7137109	0.8577764
Mind Set Category				
Strategic Alignment and Organizational Vision	0.7087745	0.0600276	0.5723074	0.8091694
Agility and Adaptability	0.7824988	0.0345711	0.7068232	0.8439705
Future-Oriented Thinking and Innovation	0.7712776	0.0452309	0.6857612	0.8468351
Employee-Centric Culture and Support	0.7968633	0.0404158	0.7136774	0.8706358
Continuous Learning and Professional Development	0.8248845	0.0284412	0.768481	0.8725996
System Approach and Evidence-Based Decision Making	0.746735	0.03806	0.678573	0.8188258
Collaborative Partnership and Ethical Leadership Mindset	0.8320495	0.0313433	0.7716684	0.8745982

Table 4.8.2.5: Path Coefficients of SEM with Locust Leadership Style Demographic Details and Competencies

Path coefficients				
	Estimate	SE	95%CI(L)	95%CI(U)
Gender->Locust Leadership Style	0.0097623	0.0583872	-0.1060212	0.1207641
Professional Domain->Locust Leadership Style	-0.0338789	0.0636012	-0.1622884	0.0933682
Academics->Locust Leadership Style	-0.0384249	0.0489069	-0.1339801	0.0461989
Level in the Organization->Locust Leadership Style	-0.0809687	0.0646028	-0.2319932	0.0252471
Professional Experience->Locust Leadership Style	0.1911282	0.0602907	0.0729138	0.3041288
Industry Sector->Locust Leadership Style	0.0483103	0.061232	-0.0696563	0.1596613
Size of Organization->Locust Leadership Style	-0.0452501	0.0569093	-0.1600332	0.0598045
Age->Locust Leadership Style	-0.2113549	0.0638252	-0.3210758	-0.0733521
Mastery at the Intersection of People and Business->Locust Leadership Style	0.0086201	0.1190776	-0.1937744	0.2866835
Leadership Skills: Experience and Timing->Locust Leadership Style	0.0627533	0.1343932	-0.2403159	0.281439
Skill Set Category->Locust Leadership Style	0.1344695	0.1199299	-0.0644002	0.3820245
Mind Set Category->Locust Leadership Style	-0.1928752	0.1304135	-0.471333	0.0469909
Locust Leadership Style->Mastery at the Intersection of People and Business	0.0010958	0.0410271	-0.0850587	0.0842095
Leadership Skills: Experience and Timing->Mastery at the Intersection of People and Business	0.8121993	0.0388023	0.7436472	0.879051
Locust Leadership Style->Leadership Skills: Experience and Timing	-0.0005201	0.0330966	-0.0694967	0.0569322
Mastery at the Intersection of People and Business->Leadership Skills: Experience and Timing	0.4307105	0.0663478	0.305643	0.5804494
Skill Set Category->Leadership Skills: Experience and Timing	0.4924267	0.0651612	0.3488124	0.6012654
Locust Leadership Style->Skill Set Category	0.0348037	0.0241228	-0.0112895	0.0826091
Leadership Skills: Experience and Timing->Skill Set Category	0.3333146	0.0561484	0.2318402	0.432984
Mind Set Category->Skill Set Category	0.6014445	0.0579524	0.4941922	0.7010179
Locust Leadership Style->Mind Set Category	-0.0609456	0.0304338	-0.1226272	-0.0140612
Skill Set Category->Mind Set Category	0.8717768	0.0269193	0.8075535	0.9155988

Table 4.8.2.6: Component Correlation of SEM with Locust Leadership Style Demographic Details and Competencies.

Component correlations													
	Gender	Professional Domain	Academics	Level in the Organization	Professional Experience	Industry Sector	Size of Organization	Age	Locust Leadership Style	Mastery at the Intersection of People and Business	Leadership Skills: Experience and Timing	Skill Set Category	Mind Set Category
Gender	1	0.035968	0.0449743	0.0553045	-0.0065782	0.1284451	-0.0782171	0.2122287	-0.0339172	0.025128	0.0360589	0.0586293	0.0531425
Professional Domain	0.035968	1	0.2454614	-0.2573639	-0.0685752	0.149059	-0.282507	-0.0141958	-0.0173695	0.0624861	0.011519	0.0417591	0.0622336
Academics	0.0449743	0.2454614	1	-0.1052804	-0.0930912	0.2115228	-0.150405	0.004612	-0.041504	0.0621555	0.0540326	0.0131844	0.0398362
Level in the Organization	0.0553045	-0.2573639	-0.1052804	1	0.0362828	-0.145694	0.2122912	0.4210648	-0.1694237	0.1135237	0.1149231	0.1225151	0.1437218
Professional Experience	-0.006578	-0.0685752	-0.0930912	0.0362828	1	-0.0400686	0.1943078	-0.0130479	0.1921231	-0.0056949	0.0262992	0.0067188	-0.0184696
Industry Sector	0.1284451	0.149059	0.2115228	-0.145694	-0.0400686	1	-0.1439688	-0.0220179	0.0540627	0.0244313	0.007206	-0.0088735	-0.0150357
Size of Organization	-0.078217	-0.282507	-0.150405	0.2122912	0.1943078	-0.1439688	1	0.0761993	-0.0334253	-0.1178219	-0.0355248	-0.063394	-0.0628334
Age	0.2122287	-0.0141958	0.004612	0.4210648	-0.0130479	-0.0220179	0.0761993	1	-0.2571346	0.0780151	0.1170593	0.1211506	0.162624
Locust Leadership Style	-0.033917	-0.0173695	-0.041504	-0.1694237	0.1921231	0.0540627	-0.0334253	-0.2571346	1	-0.004135	-0.0064403	-0.0084057	-0.0682735
Mastery at the Intersection of People and Busines	0.025128	0.0624861	0.0621555	0.1135237	-0.0056949	0.0244313	-0.1178219	0.0780151	-0.004135	1	0.8121923	0.7746932	0.7433716
Leadership Skills: Experience and Timing	0.0360589	0.011519	0.0540326	0.1149231	0.0262992	0.007206	-0.0355248	0.1170593	-0.0064403	0.8121923	1	0.8260996	0.8197084
Skill Set Category	0.0586293	0.0417591	0.0131844	0.1225151	0.0067188	-0.0088735	-0.063394	0.1211506	-0.0084057	0.7746932	0.8260996	1	0.8722891
Mind Set Category	0.0531425	0.0622336	0.0398362	0.1437218	-0.0184696	-0.0150357	-0.0628334	0.162624	-0.0682735	0.7433716	0.8197084	0.8722891	1

Table 4.8.2.7: Correlations between indicators and components of SEM with Locust Leadership Style Demographic Details and Competencies.

Correlations between indicators and components													
	Gender	Professional Domain	Academics	Level in the Organization	Professional Experience	Industry Sector	Size of Organization	Age	Locust Leadership Style	Mastery at the Intersection of People and Business	Leadership Skills: Experience and Timing	Skill Set Category	Mind Set Category
Gender	1	0.035968	0.0449743	0.0553045	-0.0065782	0.1284451	-0.0782171	0.2122287	-0.0339172	0.025128	0.0360589	0.0586293	0.0531425
Professional Domain	0.035968	1	0.2454614	-0.2573639	-0.0685752	0.149059	-0.282507	-0.0141958	-0.0173695	0.0624861	0.011519	0.0417591	0.0622336
Academics	0.0449743	0.2454614	1	-0.1052804	-0.0930912	0.2115228	-0.150405	0.004612	-0.041504	0.0621555	0.0540326	0.0131844	0.0398362
Level in the Organization	0.0553045	-0.2573639	-0.1052804	1	0.0362828	-0.145694	0.2122912	0.4210648	-0.1694237	0.1135237	0.1149231	0.1225151	0.1437218
Professional Experience	-0.0065782	-0.0685752	-0.0930912	0.0362828	1	-0.0400686	0.1943078	-0.0130479	0.1921231	-0.0056949	0.0262992	0.0067188	-0.0184696
Industry Sector	0.1284451	0.149059	0.2115228	-0.145694	-0.0400686	1	-0.1439688	-0.0220179	0.0540627	0.0244313	0.007206	-0.0088735	-0.0150357
Size of Organization	-0.0782171	-0.282507	-0.150405	0.2122912	0.1943078	-0.1439688	1	0.0761993	-0.0334253	-0.1178219	-0.0355248	-0.063394	-0.0628334
Age	0.2122287	-0.0141958	0.004612	0.4210648	-0.0130479	-0.0220179	0.0761993	1	-0.2571346	0.0780151	0.1170593	0.1211506	0.162624
Locust Leadership Style	-0.0339172	-0.0173695	-0.041504	-0.1694237	0.1921231	0.0540627	-0.0334253	-0.2571346	1	-0.004135	-0.0064403	-0.0084057	-0.0682735
Credible Activist	-0.0288148	0.0986055	0.0968525	0.0951375	-0.0680742	0.0226727	-0.1520411	0.099138	-0.1161646	0.7409704	0.5986929	0.5533845	0.525247
Culture and change Steward	0.0449999	0.0402807	0.082073	0.0652809	-0.0276442	0.085248	-0.083123	0.056822	-0.1173836	0.7845507	0.6421662	0.6173968	0.6048337
Talent Manager / Organizational Designer	-0.0035628	0.0723468	0.048702	0.1005873	-0.0080642	0.016106	-0.0985598	0.0537785	0.0262164	0.8333174	0.6888858	0.6719228	0.6550454
Strategy Architect	0.0690561	0.0176353	-0.0610839	0.1752487	0.0161161	-0.0539265	-0.0530848	0.1221006	0.0295486	0.7620153	0.6362968	0.5932528	0.5721574
Business Ally	0.066561	0.0719514	0.0948614	0.043767	0.0056076	0.0154279	-0.1263137	0.028537	-0.0134494	0.7686077	0.6111303	0.5938738	0.5648791
Operational Executor	-0.0430751	-0.0223085	0.0297328	0.0253951	0.0648585	0.0303455	-0.0231888	-0.0159534	0.1979185	0.6865503	0.532523	0.5073298	0.4668183
Performance	0.0599318	-0.0497838	-0.0092741	0.137046	0.0165768	-0.0276925	-0.0399656	0.1823627	-0.0210854	0.6553241	0.7863268	0.6500053	0.6052242
Leadership Expertise	0.0615113	0.0470538	-0.0062544	0.0783573	-0.0453808	0.0906977	-0.1242885	0.061126	-0.0698788	0.5947067	0.7337444	0.5586521	0.599173
Complex Problem Solving	0.0131325	0.0450951	0.0607297	0.0481948	0.0675988	0.0756297	-0.0221778	0.0487894	0.0428798	0.6484814	0.8185695	0.6658864	0.6521371
Solution Construction	0.0158338	0.0101635	0.012578	0.1341958	0.0437361	-0.0215345	-0.0180172	0.091856	0.0249421	0.6889998	0.8426438	0.7374631	0.7131591
Creative Thinking	-0.0301671	-0.0045511	0.0737598	0.0699996	0.0555226	-0.0385712	0.0233332	0.0512995	0.0390102	0.6125638	0.7480836	0.6095357	0.6440494
Social Judgement	0.0531461	0.0190698	0.1398732	0.0428527	-0.0360683	-0.0274081	0.0068903	0.0933121	-0.0667645	0.5501479	0.694197	0.5822779	0.5770906
Integrated HR Tech & Digital HR Solutions	0.0159911	0.0374607	-0.0146054	0.0767815	-0.0001269	-0.000781	-0.0753103	0.1384109	0.0151124	0.6116039	0.6276823	0.7910173	0.6950018
Data-Driven People Management	0.0527458	0.135209	0.0414394	0.0740852	-0.0580076	-0.0258764	-0.087153	0.087591	0.0416952	0.5951024	0.6030573	0.7875789	0.6676062
Self-Directed Learning and Career Development Facilitation	-0.0194737	0.0144983	-0.0620571	0.0805698	0.0650726	-0.0024761	0.0079597	0.0177165	0.064664	0.6700879	0.677521	0.8147211	0.7120403
Integrated Recruitment Strategy and Experience Design	0.0188759	-0.0243662	0.1015486	0.0921735	0.0508832	-0.0414279	0.016585	0.0192746	0.0638535	0.6245856	0.661729	0.7996533	0.6795407
Business Priority Alignment and Strategic HR Planning	0.1077024	0.0410699	0.0263643	0.1095344	0.0090073	0.0028365	-0.0955834	0.1305058	-0.0867292	0.6263275	0.7076166	0.790371	0.6750427
Organizational Design and Change Management	0.0710016	0.0133227	0.0409089	0.0805321	-0.0158131	-0.0069008	-0.0403462	0.0886941	-0.039535	0.5702335	0.6266795	0.7478778	0.6421668
Organizational Governance and Ethical Leadership Practice	0.0771563	0.0271478	-0.041717	0.1517494	-0.022411	0.0183302	-0.078916	0.1778734	-0.0897024	0.5883333	0.6592337	0.8014227	0.7441247
Strategic Alignment and Organizational Vision	0.062533	0.0951091	0.0422488	0.137529	-0.0583749	-0.0044655	-0.0760595	0.1638636	-0.1275495	0.5042534	0.590798	0.6507261	0.7087745
Agility and Adaptability	0.0450901	0.111028	0.0746226	0.0716636	0.0285168	-0.0077876	-0.1091019	0.1496749	-0.1175432	0.5696943	0.649736	0.6516324	0.7824988
Future-Oriented Thinking and Innovation	0.0156893	0.0369898	0.0340611	0.0858099	-0.0404919	0.0221083	-0.019627	0.0665199	-0.0944518	0.5986454	0.6823517	0.6563651	0.7712776
Employee-Centric Culture and Support	0.046721	0.0272894	-0.0328361	0.0965546	-0.0739582	-0.0594177	-0.0073058	0.1245917	-0.0504823	0.5562699	0.6019435	0.6790793	0.7968633
Continuous Learning and Professional Development	0.0386476	-0.0109554	0.035145	0.1070094	-0.0172655	-0.0672343	-0.074099	0.0893059	0.0012661	0.6353089	0.6697831	0.7279398	0.8248845
System Approach and Evidence-Based Decision Making	-0.0225413	0.047571	0.0731911	0.0823748	0.0440336	-0.0046476	-0.0203389	0.0698473	0.0404513	0.6096032	0.6245193	0.6628567	0.746735
Collaborative Partnership and Ethical Leadership Mindset	0.0974394	0.0386934	-0.0067185	0.1940083	0.018242	0.0426458	-0.0323334	0.2178351	-0.0303634	0.5890006	0.6620142	0.7303349	0.8320495

The model's fit presented in table 4.8.2.2 was assessed using various critical criteria. The FIT score of 0.5799 signifies that the model accounts for about 57.99% of the total variation in the dataset. This indicates that the model accounts for a significant amount of the data's variability, yet some unexplained volatility remains. The adjusted FIT (AFIT) score, somewhat reduced to 57.61%, also indicates a favourable fit, taking model complexity into account. The GFI, a goodness-of-fit index, is approximately 0.9896, indicating a strong alignment between the model and the data. The SRMR score of 0.0410, which is below the 0.08 threshold, reinforces the model's robust fit to the observed data.

Subsequently, the weights (table: 4.8.2.3) and loadings (table: 4.8.2.4), which reveal the contribution of observed variables to their corresponding latent structures. The weights indicate the contribution of each variable to the latent construct, whereas the loadings assess the degree to which the observed variable represents the construct. The results indicate that variables such as Credible Activist, Culture and Change Steward, and Solution Construction possess moderate to strong weights and loadings, implying they substantially influence their corresponding constructs. For example, Credible Activist possesses a weight of 0.211 and a loading of 0.741, signifying its moderate contribution to the Mastery at the Intersection of People and Business (MIPB) construct. Likewise, Solution Construction exhibits a loading of 0.843, indicating a robust correlation with the Leadership Skills: Experience and Timing (LSET) construct.

Path coefficients (table: 4.8.2.5) provide information into the magnitude and orientation of interactions among latent components. A notable positive correlation exists between Professional Experience (PE) and Locust Leadership Style (LLS), indicated by a path coefficient of 0.1911. A notable discovery is the inverse correlation between Age and Locust Leadership Style, indicated by a path coefficient of -0.2114, implying that an

increase in age corresponds with a decline in Locust Leadership Style. The correlation between Leadership Skills: Experience and Timing (LSET) and Mastery at the Intersection of People and Business (MIPB) is notably robust, evidenced by a path coefficient of 0.8122, underscoring the significance of LSET in enhancing managerial perceptions. Moreover, the Skill Set Category (SS) exhibits a robust positive correlation with the Mind Set Category (MS), as indicated by a path coefficient of 0.8718, so underscoring the skills associated with both categories.

Some correlations are substantial, while others exhibit weak or negligible effects. The relationship between Gender and Locust Leadership Style (LLS) is characterised by a minimal coefficient of 0.0098, indicating an insignificant effect. The correlation between Locust Leadership Style and Mastery at the Intersection of People and Business is negligible, evidenced by a path coefficient of 0.0011, indicating that Locust Leadership Style does not directly affect competencies mapped under the Mastery at the Intersection of People and Business at this intersection within the model.

Correlations among components (table: 4.8.2.6) yield additional insights. Leadership Skills: Experience and Timing (LSET) and Mastery at the Intersection of People and Business (MIPB) demonstrate a significant positive association of 0.812. The relationship between Skill Set Category (SS) and Mind Set Category (MS) is robust at 0.872, highlighting the significant interrelationship between these categories.

R-squared values elucidate the extent to which the variance in each dependent variable is accounted for by the independent variables in the model. For example, 12.24% of the variance in Locust Leadership Style (LLS) is accounted for by its predictors, indicating the presence of additional factors outside the model that affect Locust Leadership Style. The model accounts for a substantial proportion of the variance in Mastery at the Intersection of People and Business (MIPB) at 65.97% and Leadership

Skills: Experience and Timing (LSET) at 75.66%, indicating that the factors within the model are robust predictors of these results. The explained variance for Skill Set Category (SS) is 79.97% and for Mind Set Category (MS) is 76.46%, demonstrating that the model effectively predicts both components.

The Variance Inflation Factors (VIFs) demonstrate that multicollinearity is not an issue in the model. All VIF values are under 5, the standard threshold for identifying multicollinearity. The maximum VIF is for Skill Set Category (SS) at 5.28, which is within acceptable thresholds, indicating that the model variables do not exhibit overly high correlations with one another.

Effect sizes, indicated by F-squared values, illustrate the significance of particular relationships within the model. The correlation between Leadership Skills: Experience and Timing (LSET) and Mastery at the Intersection of People and Business (MIPB) exhibits a moderate effect size of 0.2278, signifying that Leadership Skills: Experience and Timing significantly clarifies Mastery at the Intersection of People and Business. A significant effect size of 3.1666 is noted for the association between Skill Set Category (SS) and Mind Set Category (MS), affirming the substantial influence of Skill Set Category on Mind Set Category (MS).

The constructs in the model are evaluated using many reliability metrics. The Proportion of Variance Explained (PVE) for the majority of constructs exceeds 0.6, signifying robust reliability. For instance, Mastery at the Intersection of People and Business possesses a PVE of 0.584, whereas Leadership Skills: Experience and Timing, Skill Set Category, and Mind Set Category exhibit even greater PVE values, indicating that these constructs account for a significant portion of the variance in their observed variables. Likewise, the dependability metrics Alpha and Rho exceed 0.85 for all constructions, indicating the strong internal consistency of the constructs.

The correlations between indicators and components illustrate (table: 4.8.2.7) the degree to which the observed variables align with their latent constructs. Significant correlations exist between indicators such as Credible Activist and Operational Executor with the Mastery at the Intersection of People and Business construct, exhibiting values from 0.686 to 0.833, and between Performance and Social Judgement with the Leadership Skills: Experience and Timing construct, where correlations range from 0.694 to 0.843. The strong correlations suggest that the observable variables are dependable indicators of their corresponding latent components.

The GSCA model exhibits a robust alignment with the data, revealing substantial correlations among essential constructs, including Leadership Skills: Experience and Timing, Skill Set Category, Mind Set Category, and Mastery at the Intersection of People and Business. The model accounts for a considerable amount of variance in these constructs, with no notable multicollinearity concerns. The findings underscore the significance of Leadership Skills: Experience and Timing and Skill Set Category in enhancing both Mastery at the Intersection of People and Business and Mind Set Category, while indicating potential avenues for further research, including the influence of Age on Locust Leadership Style. The model provides significant insights into the interrelations among these fundamental constructs.

4.9 Summary of Findings

The analysis provides an in-depth understanding on the correlation between two distinct leadership styles—Locust and Honeybee Leadership—and the competency attributes that facilitate sustainable organisational success. The study encompasses a thorough analysis of a sample including 300 participants, including Human Resources (HR) professionals, Business Leaders, Consultants, and academicians in the field of

Human Resources. The findings provide significant insights into the impact of leadership styles and critical competences for both sustainable and immediate organisational performance. The sample of three hundred respondents offered an extensive range of viewpoints.

The hierarchical representation (Level in the Organisation) illustrates how capabilities and leadership styles are regarded across various organisational tiers. In addition, the participants were employed in organisations of diverse sizes, ranging from small enterprises to multinational businesses, with 40.67% possessing between 10 and 19 years of experience, underscoring a spectrum of knowledge. Furthermore, 77% of the participants possessed a master's degree, signifying that the respondents in the sample are well-educated and experienced.

The represented industry sectors were varied, with the highest proportion of participants (16%) from the IT and ITES industries, followed by manufacturing (13.67%), consulting (11%), and education (10.33%). This diversity enabled the study to encompass a broad spectrum of perspectives on competencies and leadership styles across multiple industry sectors.

The analysis revealed significant differences between the leadership styles of Locust and Honeybee. Locust Leadership, which emphasises immediate profits and frequently utilises aggressive tactics, had a mean rating of 3.08 from respondents. This leadership style is characterised by significant variability. Locust Leadership demonstrated superior scores in operational efficiency but revealed deficiencies in fostering organisational sustainability.

On the other hand, Honeybee Leadership, emphasising sustainability, ethical leadership, and stakeholder welfare, received a significantly higher mean score of 6.13. Participants expressed a pronounced preference for this leadership style, highlighting its

focus on long-term success, teamwork, and ethical decision-making. The ranking of Honeybee Leadership are more consistent.

Participants evaluated the significance of various mindset and skillset attributes that correspond with good leadership. The highest-rated attribute in the mindset category was 'Collaborative Partnership and Ethical Leadership,' with a mean score of 6.16. This finding indicates that ethical leadership, which promotes collaboration and partnership, is much valued by the study's participants. Trailing closely were 'Future-Oriented Thinking and Innovation' and 'Continuous Learning and Professional Development,' each attaining mean scores of 6.13, highlighting the significance of innovation and a culture of learning in promoting sustainable organizational success.

In the Skillset category 'Business Priority Alignment and Strategic HR Planning' had the highest mean score of 6.20, signifying that the alignment of company priorities with strategic Human Resources efforts is regarded as essential for effective leadership and sustainable organizational success. Other highly ranked skill sets included 'Organisational Design and Change Management' (mean score of 6.05) and 'Organisational Governance and Ethical Leadership Practice' (mean score of 6.04), underscoring the significance of governance and the capacity to manage organisational change in today's business landscape.

The study also explored competencies essential for Human Resources professionals, especially in roles that lie at the intersection of people and business. Participants ranked 'Culture and Change Steward' as the paramount competency (mean score of 6.04), followed by 'Talent Manager/Organizational Designer' (6.01) and 'Strategy Architect' (5.93). The preferred competences indicate that Human Resources professionals must possess these skills to manage organisational culture, facilitate change, and formulate strategies that correspond with organisational goals.

This rating underscores the significance of Human Resources responsibilities in guiding organisations through transformation and establishing alignment between business strategy and people management practices. Additional competencies, like 'Credible Activist' and 'Business Ally,' received high ratings, underscoring the necessity for Human Resources professionals to serve as trusted advisors capable of reconciling operational and strategic requirements.

The competencies were assessed according to their relevance at various career phases. ‘Creative Thinking’ received the highest rating, with a mean score of 6.02, underscoring the essential importance of creativity in leadership. This was followed by 'Performance' and 'Leadership Expertise,' both of which attained a score of 6.00. These findings suggest that leaders must have the creative capacity to address challenges and the proficiency to manage teams effectively.

Low-ranked skills, such as 'Social Judgement' (mean score of 5.84), suggest that although social awareness holds significance, talents such as creative problem-solving and leadership acumen are crucial for success in leadership positions.

The study performed correlation analyses in order to examine the relationship between leadership styles and specific competencies categorised into four groups. For Locust Leadership, the most significant positive association was with the 'Operational Executor' characteristic (0.20), signifying that this leadership style prioritises task execution and operational efficiency. Negative relationships were identified with essential competences, including 'Credible Activist' (-0.12) and 'Culture and Change Steward' (-0.12). The findings indicate that although Locust Leadership may be proficient in short-term execution, it is misaligned with the qualities necessary for sustainability.

On the other hand, Honeybee Leadership exhibited robust positive correlations across all essential competencies, so affirming its alignment with sustainable leadership

methods. The role of 'Culture and Change Steward' shown a strong positive correlation of 0.44, but 'Talent Manager/Organizational Designer' and 'Credible Activist' demonstrated correlations of 0.39 and 0.40, respectively. This leadership approach fosters a culture of creativity, cooperation, and long-term strategic thinking, rendering it more conducive to lasting organisational success.

The Structural Equation Modelling (SEM) research yielded additional insights into the correlations between leadership styles and competencies. SEM facilitated the investigation of the direct and indirect effects of Locust and Honeybee leadership styles on various competency attributes. The data indicated that Locust Leadership, while effective in the short term, had numerous detrimental long-term impacts on essential competencies.

Locust Leadership exhibited weak positive correlations with operational and execution-oriented competences, including 'Operational Executor' and 'Complex Problem-Solving,' suggesting it facilitates prompt job fulfilment and rapid solutions in difficult circumstances. Nonetheless, the SEM analysis revealed substantial negative correlations with competences associated with ethical governance and long-term strategic alignment. For example, Locust Leadership exhibited a negative correlation with 'Organisational Governance and Ethical Leadership Practice,' suggesting that this approach frequently overlooks the ethical implications of business decisions in pursuit of short-term benefits.

On the other hand, Honeybee Leadership shown a positive correlation with almost all essential organisational characteristics, underscoring its significance in fostering sustainable business practices. The SEM analysis indicated that Honeybee Leadership significantly enhances competencies like 'Culture and Change Steward' and 'Strategic HR

Planning,' implying that this leadership style is particularly effective in promoting long-term strategic alignment and cultivating a supportive organisational culture.

The SEM analysis indicated a robust association between Honeybee Leadership and 'Continuous Learning and Professional Development' as well as 'Future-Oriented Thinking and Innovation,' highlighting its alignment with progressive methods and the fostering of a learning environment. The beneficial impact of Honeybee Leadership on 'Employee-Centric Culture and Support' highlights the approach's emphasis on employee well-being, hence reinforcing its alignment with sustainable organisational growth and success.

The study's findings highlight the substantial distinctions between the leadership styles of locusts and honeybees. Although Locust Leadership may provide immediate advantages, especially for operational efficiency, it does not connect with the competencies necessary for long-term sustainability, ethical governance, and strategic thinking. The correlation and SEM analyses indicate that Honeybee Leadership is significantly more effective in cultivating the qualities essential for organisational success in the contemporary business landscape.

4.10 Conclusion

This study offers a thorough analysis of Locust and Honeybee leadership styles and their relationship with competencies categorised into four distinct groups. The results indicate significant differences between the two leadership styles. Locust Leadership, emphasising short-term gains and operational execution, effectively enhanced competencies such as 'Operational Executor' and 'Complex Problem-Solving,' both essential for achieving quick outcomes. Nonetheless, it exhibited constraints in promoting competencies such as 'Culture and Change Steward' and 'Organisational

Governance and Ethical Leadership Practice.' The aforementioned competencies are crucial for enduring sustainability and ethical governance, domains in which Locust Leadership faced challenges in alignment.

On the other hand, Honeybee Leadership emerged as the preferred approach, strongly associated with highly valued competencies such as ‘Collaborative Partnership and Ethical Leadership,’ ‘Future-Oriented Thinking and Innovation,’ and ‘Business Priority Alignment and Strategic HR Planning.’ These qualities are essential for cultivating a culture of collaboration, ethical decision-making, and strategic foresight, thereby guaranteeing the organization's long-term success. Honeybee Leadership also excelled in fostering 'Culture and Change Stewardship' and 'Continuous Learning and Professional Development,' hence enhancing sustainable growth.

Through the analysis, it is evidenced that the organisations should prioritise leadership styles that correspond with these highly ranked competencies to attain both immediate effectiveness and enduring resilience. Honeybee Leadership, prioritising cooperation, ethics, and strategic alignment, is more adept at fostering innovation and maintaining success in a swiftly evolving company landscape. By emphasising on these key competencies, organisations may establish a robust basis for sustainable growth and success.

The SEM analyses demonstrate a robust model, emphasising significant connections among variables. Constructs such as 'Leadership Skills: Experience and Timing,' 'Skill Set Category,' and 'Mind Set Category' arise as interconnected elements that significantly impact latent variables like 'Honeybee Leadership Style.' The model exhibits moderate to good predictive ability, highlighting significant pathways, including the relationship between 'Leadership Skills: Experience and Timing' and 'Mastery at the Intersection of People and Business,' as well as between 'Mind Set Category' and 'Skill

Set Category.' The findings notably provide opportunities for additional research, especially regarding the impact of characteristics such as age on the 'Locust Leadership Style.'

CHAPTER V:

DISCUSSION

5.1 Discussion of Results

The findings of this research offer a comprehensive overview of the mindsets and skill sets considered essential for organisational success and sustainability in the post-pandemic period. Data from 300 respondents, encompassing various professional domains such as Human Resources professionals, Business Leaders, Consultants, and Academicians in the Human Resources domain, reveal a distinct preference for Collaborative Partnership, Ethical Leadership, Business Priority Alignment, Strategic HR Planning and Culture, as well as Change and Creative Thinking approaches in leadership and management.

The research reveals significant support for the "Honeybee Leadership" style, which prioritises sustainability, collaboration, and long-term thinking, in contrast to the "Locust Leadership" style, which focusses on short-term advantages at the expense of ethical considerations. This choice underscores socially responsible and sustainable leadership practices for organisational success.

The results of the study also identified "Collaborative Partnership and Ethical Leadership" as the highest-ranked mindset attribute, closely followed by "Future-Oriented Thinking and Innovation," and "Continuous Learning and Professional Development." This highlights the significance of an organisational culture that promotes collaboration, innovation, and continuous growth as critical components for success.

The skill set "Business Priority Alignment and Strategic HR Planning" was deemed the most critical, followed by "Organisational Design and Change Management" and "Organisational Governance and Ethical Leadership Practice." This signifies that

strategic alignment between business priorities and Human Resource functions is seen as critical to driving organizational success.

5.2 Discussion of Research Question One

Research Question One examined the essential mindsets and skill sets necessary for the sustainability and success of organisations in the post-pandemic age. The study's findings indicate that a combination of collaborative, ethical, and future-oriented mindsets, coupled with strategic organisational design, governance, and data-driven skill sets, will be essential for organisations to prosper in a rapidly evolving work environment.

The post-pandemic period has intensified the necessity for organisations adopt mindsets that emphasize ethical leadership, collaboration, and continuous innovation. These attributes align with the realities of a progressively interconnected world where stakeholder demands on sustainability and ethical practices are rising. The high rating of "Collaborative Partnership and Ethical Leadership" (mean score of 6.16) signifies an agreement on the need for leaders capable of cultivating significant partnerships and upholding ethical standards.

Furthermore, "Agility and Adaptability" placed prominently among the mindset attributes, underscoring the significance of flexibility and rapid decision-making in an unpredictable environment. In the post-pandemic landscape, leaders who can adjust to evolving circumstances while preserving a long-term vision will be optimally positioned to drive success.

The most significant skillsets identified was "Business Priority Alignment and Strategic HR Planning," with a mean score of 6.20, indicating the necessity for Human Resources leaders to adeptly align their strategies with broader organisational objectives.

This is essential as enterprises encounter emerging issues including remote employment, digital transformation, and the necessity for timely innovation. The significance of "Organisational Design and Change Management" highlights the necessity for Human Resources professionals capable of spearheading change efforts and assisting organisations in maintaining agility within an ever-evolving environment.

5.3 Discussion of Research Question Two

Research Question Two investigated whether this study would facilitate the identification of the most relevant combinations of mindsets and skill sets from the viewpoint of diverse respondent categories, including Human Resources professionals, Business Leaders, Academicians in the field of Human Resources, and Consultants.

The findings indicate that although there are minor discrepancies in the priorities among various respondent categories, there is substantial consensus on the essential competencies required for organisational success. Human Resources professionals prioritised Ethical Leadership and Data-Driven People Management, whereas Business Leaders focused on strategic HR Planning and Change Management.

The alignment among various respondent groups indicates that the identified combination of mindsets and skill sets is widely applicable across professional fields. The consistency of these findings suggests that the research has accurately identified the fundamental attributes deemed vital for sustainable organisational success by leaders from diverse backgrounds.

The results indicate a distinct trend towards human-centered leadership, with "Employee-Centric Culture and Support" and "Continuous Learning and Professional Development" receiving high rankings across all groups. This indicates the increasing

acknowledgement that employee well-being, development, and engagement are essential elements of a sustainable and successful organisation.

The emphasis on data-centric and strategic skill sets, including "Data-Driven People Management" and "Organisational Governance and Ethical Leadership Practice," underscores the growing significance of analytics and technology in guiding decision-making and enhancing organisational success. This is especially pertinent as organisations adjust to the swift digital revolution expedited by the pandemic.

The research results offers a definitive and most significant combinations of mindsets and skill sets essential for sustainable organisational success.

CHAPTER VI:

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The study collected data from 300 participants from multiple professional sectors, including Human Resources professionals, Business Leaders, Consultants, and academicians. The participants were dispersed throughout organisational levels, with substantial representation from senior and top management. The study evaluated leadership styles, particularly comparing Locust and Honeybee Leadership, and assessed them through competencies in Leadership Skills: Experience and Timing, Mindset, Skillset, and Mastery at the Intersection of People and Business. The Honeybee Leadership style received a markedly better rating, highlighting sustainability, ethical leadership, and long-term value creation, whereas Locust Leadership, linked to short-term benefits and profit maximisation, exhibited lower preference and greater variability in performance. The study, using comprehensive correlation and ANOVA analysis, showed substantial correlations between leadership styles and essential competences that influence organisational sustainability and perforamcne.

The findings emphasised essential leadership mindsets, including Collaborative Partnership and Ethical Leadership, alongside skill sets such as Business Priority Alignment and Strategic HR Planning. Moreover, essential leadership abilities, such as Future-Oriented Thinking and Innovation and Organizational Design and Change Management, were highlighted. Honeybee Leadership had robust positive relationships with these attributes, but Locust Leadership revealed a varied influence, notably displaying negative associations with ethical leadership and long-term strategic vision.

6.2 Implications

The study's results provide valuable insights into the influence of leadership styles on organisational sustainability, performance, and culture. The evident inclination towards Honeybee Leadership, which prioritises sustainability, collaboration, and the long-term welfare of stakeholders, indicates that firms ought to adopt this approach to cultivate an environment conducive to growth and flexibility. The subsequent implications are taken from the results:

6.2.1 Ethical and Collaborative Leadership

The top-ranking mindset attributes, such as Collaborative Partnership and Ethical Leadership (mean score: 6.16) and Future-Oriented Thinking and Innovation (mean score: 6.13), reflect that participants prioritize leaders who engage in ethical practices and foster collaboration across teams. This implies that organizations aiming for long-term success must cultivate leaders who can balance profitability with ethical responsibilities.

6.2.2 Human-Centric Organizational Culture

The positive correlation between Honeybee Leadership and Employee-Centric Culture and Support (mean score: 6.09) underscores that leaders prioritising employee well-being are more capable of fostering innovation and sustaining long-term performance.

6.2.3 Strategic Business Alignment

The Honeybee Leadership style showed strong correlations with competencies like Business Priority Alignment and Strategic HR Planning (mean score: 6.20). This

finding underscores the need for leaders to align organizational strategy with sustainable Human Resources practices.

6.2.4 The challenges of Locust Leadership

The negative correlation between Locust Leadership and attributes such as Culture and Change Steward (-0.12) and Credible Activist (-0.12) underscores potential risks for organisations that prioritise profit maximisation and short-term results. Organisations may encounter challenges in upholding an ethical organisational culture if they disregard the concepts of sustainability and employee-centered leadership.

The findings indicate that Honeybee Leadership offers a more sustainable and ethical model of leadership, consistent with long-term organisational objectives and ethical principles. Conversely, Locust Leadership's focus on short-term profit may collide with ethical governance and long-term strategic vision, thereby compromising organisational integrity.

The study provides useful insights into competencies and related leadership styles; nevertheless, many limitations must be recognised to provide a more thorough understanding of the results.

6.2.5 Gender Imbalance

The participant sample had a disproportionate majority of males (74.33%) relative to females (25.67%). The gender disparity may affect the outcomes, especially in research concerning leadership styles. Research indicates that perceptions of leadership fluctuate by gender, with women and men frequently experiencing and preferring distinct leadership styles. The predominance of male participants may distort the findings in favour of leadership styles that correspond more closely with male viewpoints. As a result, the findings may not comprehensively reflect the spectrum of leadership

perspectives among women, thereby constraining the generalisability of the study's conclusions to mixed-gender or female-dominant work environments.

6.2.6 Overrepresentation of Senior and Top-Level Management

A notable proportion of the study's participants were from senior management (39.33%) and top-Level management (28.00%). This offers valuable insights into the leadership styles favoured by top management, although it constrains the viewpoints of mid-level, supervisory, and entry-level staff. The leadership challenges, experiences, and preferences of lower-level employees may diverge from those of upper management, potentially leading this study to unintentionally bias the findings towards leadership styles. Consequently, leadership styles that appeal more to mid-level or junior employees, such as hands-on management or operational leadership, may be inadequately reflected in the findings.

6.2.7 Sample Size and Diversity

While the study yields substantial results for the used sample, it is crucial to acknowledge that an expanded and more heterogeneous sample could enhance the overall validity and usefulness of the findings. The sample of 300 participants, although enough for preliminary study, may not accurately represent the wider population of organisations and industries. Increasing the sample size would augment the statistical strength of the findings and provide a more detailed examination of how various industries, geographies, and organisational sizes affect leadership style preferences.

6.2.8 Industry-Specific Bias

The study included participants from many industries; nonetheless, some sectors were disproportionately represented. For instance, individuals from the IT and ITES sector constituted a notable segment (16%) of the sample, but industries such as agriculture and automotive were inadequately represented. The disproportionate distribution of industry sectors may have introduced bias in the findings, as leadership preferences and difficulties can significantly differ among various industries. Consequently, the results may not be entirely applicable to sectors with distinct operational contexts and leadership structures.

6.2.9 Limited Exploration of Organizational Size Impact

The study conducted a limited examination of the impact of organisational size, as it gathered data from participants from micro enterprises to large multinationals, although it did not thoroughly investigate how size influences leadership choices and effectiveness. Leadership styles used in huge multinational firms may not be suitable for smaller organisations, which may necessitate more hands-on or adaptable leadership methods. The lack of a comprehensive examination into the adaptation of leadership styles across varying organisational sizes may restrict the relevance of the findings, especially for smaller or fast expanding enterprises.

6.2.10 Possible Self-Reporting Bias

The study depended on self-reported data from participants regarding their leadership styles and competency preferences, which introduces the risk of social desirability bias, wherein participants may have offered responses they perceived as more favourable or consistent with societal expectations rather than their authentic perceptions

or behaviours. The dependence on self-reported data, absent validation through observational or performance-based metrics, constrains the capacity to ascertain whether the articulated leadership style and competency preferences accurately represent actual behaviours and outcomes within organisations.

6.3 Recommendations for Future Research

The study's findings present multiple opportunities for further research, especially in examining the relationship between Human Resources competencies, leadership styles and organisational effectiveness. Recommendations derived from the results include:

6.3.1 Cross-Industry and Cross-Cultural Comparative Studies

This study encompassed participants from various sectors, including IT & ITES, Manufacturing, and Consulting. Future research could explore the distinct manifestations of Honeybee and Locust Leadership styles across different industries or geographical regions. A study contrasting leadership effectiveness in high-tech industries with conventional sectors such as agriculture or automotive might yield significant insights into the applicability of leadership concepts across rapidly moving and more stable businesses.

6.3.2 Longitudinal Studies on Leadership Impact

Considering that Honeybee Leadership is favourably correlated with long-term strategic results, subsequent research could longitudinally examine organisations to evaluate how the implementation of this leadership style affects corporate performance and sustainability. A longitudinal study could investigate whether organisations that

adopt ethical and employee-focused leadership practices exhibit enhanced resilience, innovation, and market performance over time.

6.3.3 The Impact of Technology on Leadership Styles

With the growing adoption of HR technology and digital solutions in enterprises, it is essential to examine how technology can either strengthen or undermine conventional leadership styles. Future research may explore whether technological advancements, such as AI-driven HR systems or data analytics for decision-making, improve competencies linked to Honeybee Leadership, such as Data-Driven People Management (mean score: 5.99), or whether they intensify traits associated with Locust Leadership, such as Operational Executor (positive correlation with Locust Leadership, 0.20).

6.3.4 Sector-Specific Leadership and Competency Requirements

The research indicated that distinct sectors possess diverse priorities regarding competencies and leadership styles. The education and consulting sectors demonstrated a significant match with Honeybee Leadership style and related competency attributes, including Continuous Learning and Professional Development and Organizational Governance and Ethical Leadership Practice. Future research may explore sector-specific leadership requirements, assessing the design of customised leadership development programs for companies with distinct operational constraints.

6.3.5 Influence of Organizational Scale on Leadership Style

The influence of organisational scale on leadership style revealed that leadership effectiveness varies with organisational size, while larger organisations tend to prefer

Honeybee Leadership characteristics such as strategic alignment and ethical governance. Future research should investigate the evolution of leadership requirements as organisations transition from small enterprises to global corporations, and how leadership development programs should be modified in response.

6.3.6 Leadership Development and Competency Enhancement

Future research should investigate how organisations can more effectively cultivate the essential competencies linked to Honeybee Leadership, including Strategic HR Planning, Agility and Adaptability, and Collaborative Partnership. Investigating leadership training programs that include these qualities may be a significant avenue for future research.

Future research can enhance present findings by examining the influence of specific competencies and leadership styles across other industries, studying the role of technology, and assessing the long-term effects of leadership on organisational success. These studies would offer profound insights into the changing role of leadership in cultivating sustainable and ethical enterprises.

6.4 Conclusion

The study presents persuasive evidence for the preeminence of Honeybee Leadership and related competencies in fostering sustainable organisational success. Its emphasis on sustainable value generation, principled leadership, and strategy coherence aligns closely with the requirements of contemporary enterprises. Conversely, Locust Leadership's emphasis on short-term profit maximisation, together with its detrimental effects on essential leadership abilities, poses issues for organisations that value sustainability and social responsibility.

The study underscores the pivotal influence of leadership on organisational results. Organisations can more effectively traverse the challenges of today's global business climate by cultivating a culture of Collaborative Partnership, Ethical Leadership, Future-Oriented Thinking and Innovation etc. The results advocate for leaders to acquire competencies and embrace sustainable leadership approaches, emphasising long-term growth and ethical decision-making to secure sustainable organizational success.

APPENDIX A

SURVEY COVER LETTER

Dear Leader,

Sub: The Research on Human Resources Competences necessary for Sustainable Organizational Success.

HR Evolution: The evolution of Human Resources has progressed through five distinct phases, from Caretaker to Strategic Business Partner, and still enduring to a new phase. It's interesting to note HR's presence in prehistoric eras, from selecting tribal leaders to safety practices during hunting and the apprentice system among Greeks.

Mind & Skillsets for Sustainable Organizations: Historical analysis underscores the shift in viewing employees from mere cogs in the industrial economy to pivotal assets in the knowledge economy and champions of sustainable practices in the 21st century. However, technology alone cannot meet corporate goals. HR professionals must acquire new Mindsets and Skillsets to make sustainable organizations in the evolving landscape.

Prioritize the Mind & Skillsets by Ranking: It is requested rank the best leadership style for the sustaniable organizational success and and rank the 12 validated competenices. Finally, rank the fourteen broad skillsets and mindsets. This is for my SSBM Geneva research. Contact ajesh@ssbm.ch with any queries or for assistance.

Warm regards,

Ajesh Kumar N K

APPENDIX B

INFORMED CONSENT

Dear Leader,

Participating in this survey is voluntary.

All data gathered throughout this study will be maintained in absolute confidentiality.

Your responses will be anonymous and utilised only for research. By proceeding with the survey, you acknowledge that you agree to participate in this research study.

Thank you for your time and valuable contribution to this research.

Warm regards,

Ajesh Kumar N K

ajesh@ssbm.ch

APPENDIX C

INTERVIEW GUIDE

The ranking questionnaire, outlined in ANNEXURE I, has been devised utilising a seven-point Likert Scale to generate data scores. This questionnaire has been seamlessly integrated with Google Form. The respondents are required to prioritise and rank the leadership style, competencies, skillsets, and mindsets listed according to their level of importance or preference. The 'Highest Ranked' competency will be regarded as the most preferable and applicable. The lowest rank on this seven-point Likert scale is represented by the number 1, while the highest rank is represented by the number 7.

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APPENDIX A:

SURVEY FORM: THE RESEARCH ON HUMAN RESOURCES COMPETENCES NECESSARY FOR SUSTAINABLE ORGANIZATIONAL SUCCESS.

SECTION I

Demographic details

E Mail:

Professional Domain

- HR Professional.
- Business Owners & CXOs
- Academicians in HR
- Coaches & Consultants in HR

Academic Qualification

- Pre University
- Degree
- Masters
- D.Litt / PhD

Level in the Organization

- Junior / Entry Level
- Supervisory Level
- Mid Level Management
- Senior Level Management
- Top Level Management

Professional Experience

- Up to 09 Years

- 10 – 19
- 20 – 29
- 30 – 39
- 40 Years and Above

Industry Sector

- Agriculture / Forestry
- Automobile / Auto Components
- Banking Financial Service Institutions
- Construction
- Consulting & Professional Services
- Education
- Energy / Mining / Steel / Metal / Coal / Oil / Gas
- FMCG
- Food and Beverages
- Healthcare
- Hospitality
- IT & ITES
- Manufacturing & Production
- Media / Digital / Print / Advertising / Marketing
- Pharmaceutical / Bio Pharma
- Public service / Utilities
- Retail / Commerce / E-Commerce
- Telecommunication
- Textiles / Clothing / Leather / Footwear
- Transportation / Aviation / Railways / Road / Shipping

- Others

Size of the Organization

- Micro || 1 – 9 Employees
- Small || 10 – 99 Employees
- Mid-Size || 100 – 499 Employees
- Large || 500 - 999 Employees
- Mega || 1000 - 4999 Employees
- Giants || 5000 & Above

Age

- 20-29 Years of Age
- 30-39
- 40-49
- 50-59
- 60-69
- 70 and above

SECTION II

Sustainable Leadership and Management Competencies:

Competencies to leading the development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Rank the most relevant leadership style based on its importance. 'Highest Rated' leadership style will be evaluated as 'Most Relevant'.

1 = Lowest Rating & 7 = Highest Rating

1. **Locust leadership:**

In the most radical manifestation of Locust philosophy (characterised by toughness, ruthlessness, lack of social concern, and prioritisation of profit above all else), managers attain their goals by deliberately contaminating the atmosphere and water sources in locations where they may evade detection or punishment.

1	2	3	4	5	6	7

2. **Honeybee leadership:**

Honeybee leadership prioritises long-term goals and demonstrates a higher level of responsibility towards a wider range of stakeholders. Honeybee leadership posits that the sustainability of a corporation relies on the sustainability of its operating context and the consideration of the fundamental requirements of all stakeholders. A sustainable enterprise prioritises the well-being of its members and takes into account the concerns of future generations.

1	2	3	4	5	6	7

SECTION III

Mastery at the Intersection of People and Business: HR Competencies.

Competence refers to the condition or characteristic of being sufficiently skilled and qualified to effectively carry out a certain function or task. There is a growing recognition today that Human Resources are the primary assets of every business, upon whom its success or failure hinges. Human Resources specialists are seen as the custodians of an organization's tangible resources. Therefore, there is an increasing demand for skilled Human Resources Professionals. The requisite skills and abilities necessary for Human Resources professionals to achieve success. It is indicated that to achieve success, Human Resources professional needs to possess certain qualities.

Rank the most relevant qualities need to possess by Human Resources Professionals based on its importance. 'Highest Rated' quality will be evaluated as 'Most Relevant'.

1= Lowest Rating & 7 = Highest Rating

1. **Credible Activist:**

   Credible Activist are both credible (respected, admired), and proactive (have a point of view about the business, challenge assumptions, take initiatives).

1	2	3	4	5	6	7

2. **Culture and change Steward:**

   Culture and change Steward understand, respect and evolve the organization culture through effective change initiatives that reflect the business strategy.

1	2	3	4	5	6	7

3. **Talent Manager / Organisational Designer:**

   Talent Manager / Organisational Designer are effective developers of both individual employee ability and the organizational capabilities.

1	2	3	4	5	6	7

4. **Strategy Architect:**

   Strategy Architect help build and deliver winning business strategies by understanding the customer point of view and helping to diffuse it throughout the company.

1	2	3	4	5	6	7

5. **Business Ally:**

   Business Ally understand the both the business and external factors that influence success.

1	2	3	4	5	6	7

6. **Operational Executor:**

   Operational Executor effectively and efficiently administer the day-to-day work of managing people within an organization.

SECTION IV

<u>Development of Leadership Skills: Experience and Timing.</u>

In order to cultivate leaders inside an organisation, it is essential to comprehend the process by which individuals acquire the necessary abilities for their professional development. Specific talents and experiences were identified as particularly crucial during specific stages of leaders' careers.

Rank the most relevant leadership skills based on their importance. ‘Highest Rated’ leadership skill will be evaluated as ‘Most Relevant’.

<u>1 = Lowest Rating & 7 = Highest Rating</u>

1. **Performance:**

   Performance encompasses exceptional leadership accomplishments, efficient management of critical incidents, and the assurance of superior solution quality, all of which contribute to remarkable organisational success and innovation.

1	2	3	4	5	6	7

2. Leadership Expertise:

Leadership competence involves applying organisational concepts to provide consistency and theoretical alignment across strategies. The quantity of favourable results indicates the extent of knowledge and skills, showcasing conformity with fundamental ideas and reliable, efficient leadership practices.

1	2	3	4	5	6	7

3. Complex Problem Solving:

Complex problem solving requires careful formulation of problems, accurate encoding of information, efficient search and matching of categories, creative combination of categories, thorough evaluation of ideas, and strategic planning and monitoring of implementation, all to ensure a comprehensive and successful resolution of intricate issues.

1	2	3	4	5	6	7

4. Solution Construction:

The process of constructing a solution requires careful evaluation of limitations, managing time constraints, aligning personal objectives with organisational objectives, and ensuring that the solutions created are both efficient and effective within the specified limitations.

1	2	3	4	5	6	7

5. Creative Thinking:

Creative thinking involves finding a balance between practicality and conceptual thinking, taking into account the timeframe and carefully evaluating both the potential drawbacks and benefits. It effectively manages intricate situations to produce inventive concepts that are both feasible and progressive.

1	2	3	4	5	6	7

6. Social Judgement:

Social judgement encompasses the ability to critically analyse situations, make rational decisions, comprehend the perspectives of different systems, exhibit dedication to those systems, and ensure that solutions align with the given context. This comprehensive method promotes efficient decision-making in social and organisational settings.

1	2	3	4	5	6	7

SECTION V

Rate the SEVEN identified SKILL SETS | Priorities competencies required for the Human Resources Professionals to manage Future of Work and create Sustainable Organizations.

1 = Lowest Rating & 7 = Highest Rating

Skillsets refer to a broad concept that incorporates the acquisition and attainment of information, behaviours, and abilities that are interconnected and interdependent. The concept of "skill sets" refers to a comprehensive amalgamation of talents, methodologies, instruments, and knowledge that collectively constitute a distinct competency. skill is a set of talents for carrying out different tasks.

1. Integrated HR Tech & Digital HR Solutions:

Proficiency in developing and implementing holistic HR technology strategies that are in line with the goals of the organisation. Skilled in assessing new technology and executing strategies to improve HR efficiency and effectiveness.

1	2	3	4	5	6	7

2. Data-Driven People Management:

Proficiency in utilising HR data with advanced analytics to guide strategic decision-making, optimise workforce planning, and improve the employee experience.

1	2	3	4	5	6	7

3. Self-Directed Learning and Career Development Facilitation:

Skilled in creating and executing self-directed learning initiatives that promote ongoing skill enhancement and adaptation in careers, cultivating a culture of progress and offering resources for employees to excel in evolving job landscapes.

1	2	3	4	5	6	7

4. Integrated Recruitment Strategy and Experience Design:

Skilled in creating and executing comprehensive recruitment strategies and initiatives that effectively engage candidates, match the organization's culture, utilise technology and data analysis to simplify procedures, and attract highly qualified individuals that meet the organization's requirements.

1	2	3	4	5	6	7

5. Business Priority Alignment and Strategic HR Planning:

Strong ability to link HR activities with overall business objectives, converting strategic goals into practical plans to maximise productivity, improve satisfaction among employees, and achieve organisational success.

1	2	3	4	5	6	7

6. Organizational Design and Change Management:

Skilled in creating and executing organisational frameworks and procedures that are in line with strategic goals, while effectively guiding change efforts, handling disagreement, and fostering a culture of flexibility, resilience, and creativity inside the organisation.

1	2	3	4	5	6	7

7. Organizational Governance and Ethical Leadership Practice:

Expertise and clear understanding of laws, rules, regulations, ethical decision-making, and inclusive practices to guarantee transparent, accountable, and efficient organisational management and monitoring. This encompasses the maintenance of ethical standards and procedures, the display of integrity, transparency, and fairness in leadership.

1	2	3	4	5	6	7

SECTION VI

Rate the SEVEN identified MIND SETS | Priorities the cognitive orientations required for the Human Resources Professionals to manage Future of Work and create Sustainable Organizations.

= Lowest Rating & 7 = Highest Rating

Mind-set pertains to individuals' opinions regarding whether traits are capable of being altered or fixed. The mind-sets are beliefs pertaining to the inherent qualities of human attributes. The cognitive orientations of managers have become increasingly important in the global economy and multinational corporations and that are believed to be linked to the successful management of multinational corporations.

1. **Strategic Alignment and Organizational Vision:**

   An uncompromising mentality focused on attaining a clear sense of purpose by harmonising HR initiatives with the goals and priorities of the organisation. This entails comprehending and effectively conveying the strategic trajectory of the organisation to steer HR endeavours, guaranteeing that HR endeavours directly contribute to the overall success and sustainability of the organisation.

1	2	3	4	5	6	7

2. **Agility and Adaptability:**

   A mindset focused on accepting change, actively adapting to evolving organisation requirements, and navigating the dynamic field of HR practices and technologies. This is a willingness to adapt plans and approaches in order to address emerging challenges, capitalise on opportunities, and successfully respond to shifting market dynamics.

1	2	3	4	5	6	7

3. Future-Oriented Thinking and Innovation:

An outlook focused on predicting upcoming trends, taking proactive measures to meet the changing requirements of the workforce and the organisation, and staying ahead of the competition by embracing innovation. This entails a dedication to investigating new technologies and inventive HR methods to guarantee preparedness for forthcoming difficulties and chances.

1	2	3	4	5	6	7

4. Employee-Centric Culture and Support:

An employee-centric approach that places a high priority on the well-being and overall experience of employees in all human resources projects and choices. This is a dedication to cultivating a work environment that is both supportive and inclusive, placing importance on diversity, equity, inclusion, and the development of employees. The aim is to establish a culture where people feel appreciated, assisted, and empowered to flourish.

1	2	3	4	5	6	7

5. Continuous Learning and Professional Development:

A mindset focused on personal and professional advancement, characterised by a dedication to continuous learning and progress. This encompasses a readiness to actively solicit feedback, contemplate on past experiences, and modify behaviours in order to consistently enhance effectiveness as an HR professional.

1	2	3	4	5	6	7

6. System Approach and Evidence-Based Decision Making:

An analytical mindset that can assess intricate systems, identify patterns, and develop innovative solutions, all while leveraging data analytics to guide strategic HR decisions and enhance organisational efficiency.

1	2	3	4	5	6	7

7. Collaborative Partnership and Ethical Leadership Mindset:

A cohesive approach focused on cultivating robust relationships and alliances across departments, promoting cooperation with stakeholders in order to co-create solutions, and advancing organisational achievement while maintaining ethical norms in all human resources initiatives. This involves exhibiting honesty, openness, and impartiality in one's role as a leader in order to foster trust and establish a strong reputation inside the organisation.

1	2	3	4	5	6	7