

A STUDY ON THE IMPACT OF STRATEGIC MOVES AND ENERGIES OF A
BUSINESS LEADER ON THE TECHNOLOGY INNOVATION OF AN ORGANISATION

Dr. C. Joe Arun

THESIS

Presented to the Swiss School of Business and Management, Geneva

In Partial Fulfilment

of the Requirements

for the Degree

GLOBAL DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT, GENEVA

October 2022

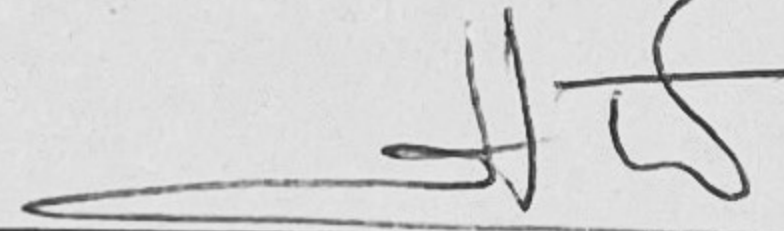
A STUDY ON THE IMPACT OF STRATEGIC MOVES AND ENERGIES OF A
BUSINESS LEADER ON THE TECHNOLOGY INNOVATION OF AN ORGANISATION

Dr. C. Joe Arun

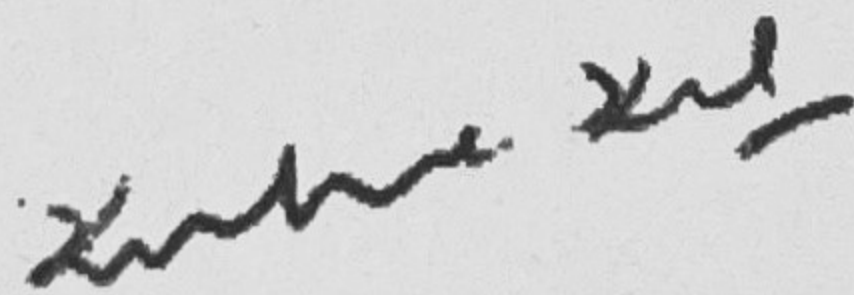
APPROVED BY



Minja B, Phd, Chair



Ivica Katavic, Phd, Member



Kishore Kunal, PhD, Member (Mentor)

RECEIVED / APPROVED BY:

DECLARATION

I hereby declare that the thesis entitled "**A STUDY ON THE IMPACT OF STRATEGIC MOVES AND ENERGIES OF A BUSINESS LEADER ON THE TECHNOLOGY INNOVATION OF AN ORGANISATION** " submitted to SSBM, Geneva for the award of degree of Doctor of Business Administration, is my original research work. This thesis or any part thereof has not been submitted partially or fully for the fulfilment of any degree of discipline in any other University/Institution.

(Dr. C. Joe Arun)

ACKNOWLEDGEMENTS

There are many people who I have to thank for supporting me on this doctoral journey. First, I would like to express my heartfelt gratitude to my mentor Dr. Kishore Kunal for his constant guidance and support in every stage of this research. Only because of his encouragement and constructive criticisms, I am able to complete this study successfully.

I have been grateful to SSBM management and staff for the opportunity to do my doctoral study in a highly reputed international business school.

I want to thank Dr. Gerard J Hughes SJ, the former Master, Campion Hall, Oxford, and Dr. Peter L'Estrange SJ and Dr. Clarence Gallagher SJ for their contributions in identifying the business moves and strategies. I am grateful for the fruitful discussions I had with Professor David Parkin, Professor Robert Barnes, Professor Marcus Banks, at the Department of Social & Cultural Anthropology, Oxford University. I benefited a lot in sharpening my ideas from Dr David Moss, Professor at School of Oriental and African Studies (SOAS), London.

I owe a lot to Dr Casimir Raj SJ, former Director of Xavier Labour Relations Institute (XLRI), Jamshedpur, India. When I wanted to combine anthropology, communication, and management, he showed great enthusiasm, supported my desire and stood by me in my efforts.

Finally, I would like to acknowledge the contribution of my biological father, Mr. V. Chockalingam. As a child, I learnt many valuable lessons of leadership from him. He is no more. But he lives in me now more than ever.

(Dr. C. Joe Arun)

ABSTRACT

A STUDY ON THE IMPACT OF STRATEGIC MOVES AND ENERGIES OF A BUSINESS LEADER ON THE TECHNOLOGY INNOVATION OF AN ORGANISATION

Purpose

There is a gap in the literature on the impact of leadership behaviour on organisational outcomes in general and technology innovation in particular. Further, the literature review has shown ample proof of the existence of eight strategic moves and energies of a business leader which to a greater extent determines his / her leadership competence. There is a lack of studies on the impact of these moves and energies on the level of technology innovation in an organisation. Furthermore, the impact of these moves and energies on leader attractiveness is not empirically established so far. Hence, the present study aims to understand the impact of the strategic moves and energies of a business leader on the technology innovation of an organisation.

Design /Methodology

The study is based on primary data collected from a targeted sample of 600 respondents. A theoretical model has been developed based on the existing literature on anthropology, personnel management and innovation. The snowball and convenience sampling techniques were adopted for the study, and the required data were collected using a well-structured and pre-tested questionnaire. PLS-SEM analysis has been used to assess the theoretical model of the study.

Findings

The study established that historical consciousness, sense of future, authority, attitude, output and transcendence are the significant factors affecting leader attractiveness in an organisation. Leader attractiveness and authority are the only two variables that have a significant impact on technology innovation. The mediation analysis shows the existence of partial complementary mediation of leader attractiveness on historical consciousness, sense of future, authority, attitude, output and transcendence, in their relationship with technology innovation.

The structural model has achieved a moderate-to-high level of success in explaining the impact of the business moves and strategies of a business leader on the technology innovation of an organisation.

The Important-Performance Map Analysis (IPMA) has shown that leader attractiveness is the most significant factor affecting the technology innovation of an organisation. If 1 unit of performance of leader attractiveness increases from 46.731 to 47.731, then technology innovation will increase from 49.503 to 49.737. This is the highest increase in the performance of our target variance, that is, technology innovation.

Research Limitations

The study is limited to respondents in the major cities of India and due to the paucity of resources and also because of the nature of the study, snowball and convenience sampling have been adopted. Further, the study measures the impact of the strategic moves of a business leader only from the perception of the employees. Hence, future studies can explore the insight of business leaders on the rationale behind their strategic moves and energies and their perception of how attractive they are among their employees.

KEYWORDS

Technology Innovation, Leader Attractiveness, Moves and Energies of Leaders, Historical Consciousness, Sense of Future, Authority, Flexibility, Attitude, Output, Transcendence, Humility.

TABLE OF CONTENTS

Chapter	Section	Particulars	Page No.
		List of Tables	X
		List of Figures	Xii
1		Introduction	1-20
	1.1	Introduction	1
	1.2	Need and Significance of the Study	19
	1.3	Purpose of the Study	20
	1.4	Chapter Scheme	20
2		Literature Review	21-53
3		Methodology	54-63
	3.1	Research Question	54
	3.2	Research Design	54
	3.2.1	Theoretical Model	54
	3.2.2	Variable Definition	55
	3.2.3	Hypotheses of the Study	56
	3.2.4	Sample Size	58

3.2.5	Sampling Technique	59
3.2.6	Data	60
3.3	Measurement Scale	60
3.4	Data Analysis	62
4	Results and Analysis	64-96
	Descriptive Analysis	64
	PLS-SEM Results	86
	Assessment of the Measurement Model	86
	Assessment of the Structural Model	91
	Mediation Analysis	102
	Predictive Relevance of the Model	111
	Importance-Performance Map Analysis (IMPA)	112
5	Discussion	115-133
6	Conclusion	134-136
	Bibliography	137-146
	Annexure – Questionnaire	147-150

LIST OF TABLES

Table No.	Title	Page No.
3.1	Constructs and Indicators of the Study	60
4.1.1	Demographic Profile of Respondents	64
4.1.2	Historical Consciousness	67
4.1.3	Sense of Future	69
4.1.4	Authority	71
4.1.5	Flexibility	73
4.1.6	Attitude	75
4.1.7	Output	77
4.1.8	Transcendence	79
4.1.9	Humility	81
4.1.10	Leader Attractiveness	83
4.1.11	Technology Innovation	85
4.2.1	Indicator Loadings	86
4.2.2	Reliability and Validity	88
4.2.3	Heterotrait-monotrait (HTMT) Ratio of Correlations	90

4.2.4	Structural Model Results	94
4.2.5	Structural Mediation	102
4.2.6	VAF Analysis (Attitude -> Leader Attractiveness -> Technology Innovation)	104
4.2.7	VAF Analysis (Output -> Leader Attractiveness -> Technology Innovation)	105
4.2.8	VAF Analysis (Sense of Future -> Leader Attractiveness -> Technology Innovation)	106
4.2.9	VAF Analysis (Transcendence -> Leader Attractiveness -> Technology Innovation)	108
4.2.10	VAF Analysis (Authority -> Leader Attractiveness -> Technology Innovation)	109
4.2.11	VAF Analysis (Historical Consciousness -> Leader Attractiveness -> Technology Innovation)	110
4.2.12	Predictive Relevance of the Model	111
4.2.13	Importance Performance Map Analysis	113

LIST OF FIGURES

Fig. No.	Title	Page No.
3.1	Theoretical Framework of the Study	55
3.2	Minimum Sample Size	59
3.3	Normality of the Data	63
4.1.1	Historical Consciousness of Leaders – Mean Values	66
4.1.2	Sense of Future of Leaders – Mean Values	68
4.1.3	Authority of Leaders – Mean Values	70
4.1.4	Flexibility of Leaders – Mean Values	72
4.1.5	Attitude of Leaders – Mean Values	74
4.1.6	Output of Leaders – Mean Values	76
4.1.7	Transcendence of Leaders – Mean Values	78
4.1.8	Humility of Leaders – Mean Values	80
4.1.9	Leader Attractiveness – Mean Values	82
4.1.10	Technology Innovation	84
4.2.1	Structural Model Results	73
4.2.2	Mediating effect of Leader Attractiveness on Attitude and Technology Innovation	104

4.2.3	Mediating effect of Leader Attractiveness on Output and Technology Innovation	105
4.2.4	Mediating effect of Leader Attractiveness on Sense of Future and Technology Innovation	106
4.2.5	Mediating effect of Leader Attractiveness on Transcendence and Technology Innovation	107
4.2.6	Mediating effect of Leader Attractiveness on Authority and Technology Innovation	109
4.2.7	Mediating effect of Leader Attractiveness on Historical Consciousness and Technology Innovation	110
4.2.8	Importance-Performance Map Analysis	114

Chapter 1: Introduction

1.1 Introduction

Arunav Banerjee, president and chief researcher, School of Inspired Leadership Innovation Board at the Gurgaon-based SOIL Business school, says: "The automotive industry requires a composite knowledge of sales and marketing, production and supply chain, engineering and design, human resource and finance. While expertise in other areas can be found within India, there is still a vacuum insofar as people who are able to understand the technical aspects and integrate them into a holistic approach are concerned. This competency is particularly critical in the start-up phase where key decisions on infrastructure, machinery and processes have to be taken."

We hear people say that our leaders have failed us. Some say we have reached the end of leadership. In fact, they argue that we are in a leaderless world. Recent research on leadership amplifies this idea (Kellerman 2012; Ross 2012; Kelly 2012). Tracing different trajectories of leadership in history, these authors feel that the people today who are governed have lost hope increasingly in today's leaders; they do not believe that the leaders are capable of showing any proper directions to successful and meaningful living. Ross (2012) puts forth passionately an argument that we no longer need any form of representative leadership. To realise this, Ross invites us to look at the global economy and environment today. He argues a case for "participative democracy" in which everyone comes together in person to discuss problems and find solutions through a well-informed debate.

The top three in the list of the best-performing CEOs published by *Harvard Business Review* (February 2010), Steve Jobs (*Apple*), Yung Jong-Yong (*Samsung Electronics*) and Alexey B. Miller (*Energy*) did not hold any MBA degree. Yet they stood above the rest in their

performance as leaders. This demonstrates the fact that one does not learn leadership skills from a B-school. But she has to form her character by application of energy from within. It is the moves you make and the energies you utilize which makes you a leader. Today more than ever we need leaders who understand the movements and energies. This research suggests a model of leadership based on energies and movements. A unique leadership style presented in this research consists of movements and energies.

It is intended to help evolve ways of leading a family and organisations. Special focus is given to leaders who plan, develop and manage human resources in the corporate sector, although it applies to every individual who leads people in every realm of life. I believe that life is all about leadership: how you lead your life. That gives you either happiness or suffering. Influences, ideas and experiences guide you to lead your life, your family and the organisation in which you work. But you need a competence and energy to make choices of your actions and words. So you need to build your personality in a competence (energy state) that suits your context and needs. Talent, knowledge and skills are three fundamental principles that give energy to your personality, what we call as competence. You uncover your talent, acquire knowledge and develop skills to achieve what you desire in your life. This helps you perform activities leading to growth individually and collectively. Personal growth should not be seen in terms of narrow domains and specialised domains to succeed in life. We do not need specialists, instead we need holistic persons who see life in an integrated way. Our education provides specialists with limited understanding of select knowledge. Realising this, the Chinese believe that better leaders are formed by liberal education that allows the person to see the whole person.

The approach employed in this research is anthropological. Competence of human person is the core of any anthropological discourse. “New definition of the key purposes of

management and leadership - *to provide direction, gain commitment, facilitate change and achieve results through the efficient, creative and responsible deployment of people and other resources.* Fifty-one skill items are proposed and arranged into six clusters: providing direction, facilitating change, achieving results, working with people, using resources, and managing self.” This is a state of energy of a person to grow physically, emotionally, intellectually and socially and to live a life of happiness and to help others grow and live happily. Competence is not meant *only* to help you earn money, power and fame.

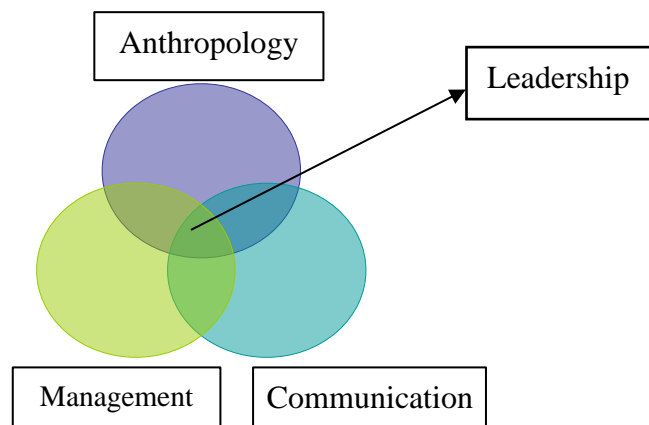
Competence is energy. When you have competence, you energise yourself and others. Energy cannot be destroyed. It only takes different forms. The real competence provides you a perspective to life, energy to act and skill to face difficulties for making the family you live in and the organisation you work with, a place where love and happiness rules the supreme. Real happiness comes from energies that make you other-centred and doing other-centric activities. This altruism gives you lasting happiness and a contented life.

The basis of the energy-movement based competence which this research suggests comes from a triadic process of anthropology, communication and management. A Business leader should be trained in this process and should learn strategies from it. She should understand the organic unity among anthropology, communication and management. Managing human resources involve these three areas in which a Business leader should learn skills and build her competence. This serves as the foundation to the dynamo competence of movements and energies which will be discussed in detail, later in this research.

Leadership competence should be built on three pillars: *anthropology, communication and management.* Anthropology talks about the study of human behaviour from its origins. It studies people and their cultures. Central concern of anthropology is about how people behave, why they behave that way and not any other way. In other words, it explains about

identities of different people. Before you manage people, you need to understand them, their culture, worldviews and language. Business leader should be a person who first knows how to study people and their behaviour. One of the skills the Business leader needs is the ability to build ethnography of any group of people. That is, the Business leader should learn the skills of an ethnographer who could stay with the employees in an industry and participate in their daily routine and observe their behaviour. This is what is called as 'participant observation'. "Participant observation is a research strategy which aims to gain a close and intimate familiarity with a given group of individuals (such as a religious, occupational or subcultural group or a particular community", in our case a group of employees of a company) and their practices through an intensive involvement with people in their natural environment, often, though not always over an extended period of time. Although this is called as qualitative research in social sciences, anthropology gives emphasis to fieldwork by which the researcher participates in the normal activities of a company and observes at the same time. "The strength of observation and participation over long periods of time is that the researchers will be able to discover the internal reality and power networks. And they will be able to unearth discrepancies between what participants say and believe, what should happen in the formal system of an institution and what actually does happen, or between different aspects of the formal system. This is in contrast to what one gathers in a one-time survey of people's answers to a set of questions". What the method of anthropology can give us is conflicts among the different aspects of the social system or between conscious representations and behaviour. In a sense, anthropology provides the basis to the ways in which human resources are studied, trained, deployed and awarded benefits and compensation.

More importantly, in HRM we manage human beings who speak different languages, who come from different cultures and who see things from different worldviews. As companies are becoming more and more globalised, employees are from different countries and cultures. A Business leader needs to have the capacity to manage across cultures in the process of achieving the goals. This means that she knows how to study the pattern of behaviour and patterns of culture of the personnel in a company and accordingly lead and direct others. Anthropology helps in this. “Cultural anthropologists’ study human behaviour by means of first-hand observation and by interviewing within particular communities and companies and interpret that behaviour by comparing with the results of similar studies done in other communities and companies. They may focus on particular aspects of life or institutions such as how they view their jobs, their approach to life and relationships or they may try to characterize a way of life as a whole. In studying behaviour, anthropology focuses on the internal logic of other societies.” It helps us to make sense of the behaviour that strikes us.



Competence and Energy

Today we face two crises. One is energy crisis and the second is economic crisis. The world in 2008 began to face that energy crunch. This centres on the ever-increasing demand for energy supply and natural resources, petro-dictatorship of oil-rich countries, irreversible

climate change and loss of bio-diversity. Later in 2009 we faced the credit crunch, economic crisis. This puts spotlight on the socially irresponsible behaviour of the financial markets, which have often seemed to behave in the smoke and mirrors manner of giant gambling casinos. The world market engaged in high risk and short-term gains. We put money making at the centre of our lives. That imbued our culture with acquisitiveness and greed.

These crises are not to be seen as natural disasters that we use easily to throw our hands up and blame it on nature. Instead, they are human-made. Greed is the epicentre of them.

Luxury has been the aim of life. There were no strong regulations set by national leaders to apply restraint and moderation. It has become very difficult for nations to discern the signs of the times, to decide and to design strategies and act upon them.

Lack of proper leadership with balance, maturity and integrated energies has been a reason for the crisis. And the engine of recovery for us lies in leaders with appropriate energies and appropriate decisions. We must stop our extreme ways. Leadership should emphasis on sustainable growth and ethical practise, not profit at any cost. And in this we need balance and integration. We need appropriate energies and their proper use. For long, the world has been either left or right, communists or capitalists, conservatives or liberals. This extremity cost our growth and we are in recession. We need leaders who should be capable of using energies to lead us to lead an integrated life.

In managing the talent pool to achieve the set objectives in an organisation, a business leader need to have directions and energies within that she would employ appropriately and effectively. A leader is the one who understands her and others (Anthropology), communicates that understanding effectively and clearly (Communication) and manages the people and activities (Management) that produce results that contribute to human development at large in our society. A leader in the role of managing resources should learn

to move in eight ways to gain the eight energies in order to become a resourceful Business leader and an effective and efficient leader. This applies to any leader in any organisation or even in a family, who wants to effect change and development by allocating resources properly and organising activities efficiently that help achieve goals.

The problem faced by them is typical of what Watson spoke about managing people, *“It’s the people management thing. It’s handling the people who work for me. They are a constant headache. I’ve tried to read the researches and I’ve been on people management courses. I didn’t miss one of the OB classes on my MBA course. But still despair at the difficulty I have with managing the in my function; sorting out who is going to do what, getting them to things I want, getting them to finish things on time, even getting them to be where to be where I want them. And that’s before I get into all the recruiting, training, appraising and all that stuff.”*

This frustration, I reckon, comes from lack of competence to deal with people. HR leadership competence is first and foremost the capacity to persuade others to listen to your ideas. The question here is ‘to what extent this individual gets people to perform tasks effectively without arousing hostility’. This is the core area of human resource management. It lies in the ways in which we persuade people to listen to our ideas and act accordingly. Persuasion needs skills, talent and knowledge. Acquired skills, uncovered talent and informed knowledge give you the needed competence to persuade to buy your products and ideas. This competence is the resourcefulness of a leader. She will be considered a competent leader. This resourcefulness cannot be measured by the grades you get in B-schools. Those grades come from your grasp of the subjects taught through many terms of the academic year. That does not demonstrate your resourcefulness. It is just a measure of your knowledge, cognitive capacity.

In HR competence, many researchs suggest three needs: cognitive learning, skills-based learning and affective learning. In most of the works on HRD, HRP and HRM, needs (knowledge-skills-attitude: KSA) are seen at:

- a) The level of capacity, in the sense that one is able to think and process intelligently;
- b) The level of capability that gives practical abilities in work rules;
- c) The level of desired behaviour that facilitates interactive behaviour to effect best results.

The leader draws energy from resources and energises her and others towards achieving the best results in organisations. This leadership is concerned mainly with how one is able to gain energies to energise others and the organisation. I believe that there are energies innate to us that are potential to make us competent individuals suited for any performance. We need to tap those energies at the right time and in appropriate measure. We need to make moves to realise the energies. All we require is the passion to develop the competence we are in need of. Once we have the passion that guides us with ease to become competent, we can become power-full people who can persuade anybody to do anything. To train to become a competent leader who can persuade others effectively and efficiently, you need to understand the movements and know how to use the energies.

Managing Persons Today

Managing institutions and people go through a rapid change. What was management in 1960s is not any more the type of management we have in 2022. The way leaders and managers see the act of leading and managing is different in both content and style. The perspective has changed. Increasingly, it is not the material gain that is the focus but the means by which that

material gain is achieved is the major concern of many organisations and companies. Being ethical, environment-friendliness and corporate responsibility have become the parameters to measure the quality of companies. The ascending economic growth is often trapped in debate of how to bridge the gap between the superrich and the marginalised poor and how to make the poor enjoy the benefits of global capitalism. At the same time, organisations are struggling to keep pace with the change in commerce and culture. Deregulation has produced competitive anarchy across industries. The digitization of everything possible has made the information available free of cost. Many industries struggle to adapt to this 'free world'. Internet has taken the power from producers to consumers. The availability of capital, power of outsourcing and the Internet, help greatly to start businesses quickly and success and failure are equally quick.

We would need leaders/managers who would have the skills to do multi-tasks and have integrated competence and personal character. Because (i) they need to evolve policies that are based on trust, openness, equity, humanness, flexibility, innovation and consensus; (ii) they are motivated to "create conditions in which people are willing to work with zeal, initiative, motivation and enthusiasm"; (iii) they are competent to treat people and prompt redress of grievances would pave the way for healthy work-place relations; (iv) they become agents of change in such a way that they are able to prepare the workers to accept the technological changes by clarifying doubts; (v) they are devoted to quality and professionalism in all aspects of personnel administration that will ensure success. In other words, "the business leaders should have the skill, the talent and the knowledge to treat people as resources, reward them equitably and integrate their aspirations with corporate goals through suitable policies".

“Technological advancements in various fields world over are very rapid, and every other day we see new products or machines or equipment with more and more advanced features, with which users have to be acquainted. In order to cope with the industry demand and technological advancements, we need to develop training strategy for our human capital to attain the required skill levels.”

Many studies have looked at the performance of companies in which what kind of role the employees play was important to determine the success of the company (Pfeffer 1994; Yeung and Berman 1997; Macduffe and Krafcik 1992; Ostroff 1995). They have concluded that wherever the development of employees’ competence through training and other practices was at the core of business practices, those companies have fared well in the long run.

Whereas in the companies where profit and quick process of achieving the goals without a coherent design of competence building of employees have only failed them. The employees could not sustain their productivity and they did not manage the companies efficiently

Anthropos of Energy

Leadership must spring from the deep realisation of human nature and condition. The best leadership is measured by the degree and the intensity with which she understands herself, other human beings, networks of society and the natural environment, not merely by her sharp intellect or versatile skills. You cannot acquire this competence from B-schools and research. A competent leader views the world, nature and human life in a proper perspective. Her worldview is important.

Anthropology gives the foundation of leadership. Fragility is the most fundamental core of human life. We are limited beings. Somewhere at one point of time in life we reach that limit. There is an end to our power of reason and physique. Of course, our science and technology

has enormous power, but even with the advancement, it has reached the limit. Every living being is born, grows old and dies. Nothing is permanent. Everything is transient. If one learns effectively to make sense of the limitedness of humanity and the transience of life, she becomes a very efficient leader, at the core level.

I want to dwell on this for a while. Imagine you are a ten-year-old standing by the side of an athletic track, holding your father's hand. You watch this magnificent athlete, striding down the runway, with the pole gripped in her hand. With the effort of the run, her hair flying and suddenly she soars. You crane your neck and it seems as if she is going up, up, up... forever, towards the skies, towards eternity. Suddenly there is a break, it seems as if she is being snapped back to mother earth as she turns her body and comes down and falls, on her back, spread-eagled on to the foam. You ask your Daddy, "why she did not go higher and higher". You father says, "That is all she could do". From our birth until we die, we do so many things to rise above our human nature that is finite and limited and at a point, we fall down. The acts of rise and fall are in the fabric of this human nature. We invent machines to make life convenient, invent medicines to prolong life, break atoms to understand the nature, read our genetic code to overcome our nature. This makes us feel self-sufficient and many times we become arrogant and say that we do not need God, only the weak needs God; we are strong and intelligent, we can erase the limitations of this finite human nature. Ego gets inflated. Passionate individualism fills the air. However, at some point in this project we come to realize that *we are fragile and limited*. That is the point where we begin to look for some meaning in this existence.

Every human being has an urge within her to go beyond the limitation of the finite human nature. From the time we are born, we have a deep sense of restlessness that craves for something beyond what we are. There is that fire of energy that demands an expression. We

want to reach the heights of this existence. Nevertheless, we reach a limit beyond which we are unable to go. Death, by nature or by accident spells the end. We know we will have this end, yet we try to go beyond. We meet with failure. We did not choose where and when we are born and we die when we do not expect to die. Our human nature *fails*. That failure drums into our mind that human life is fragile, finite and limited. “Then, is there no meaning in this life?” we ask angrily. “This life is simply an illusion”, we shout in frustration. Some reach the dead end in which death instincts eat them up. The end is suicide. Some others recognize in them, the life instincts that urge them to search for some meaning in this limited life. They look for ways to have a sense in this senseless fragility. That impulse leads them to do something beyond their finiteness. I call it a spiritual impulse. Once they are in the grip of that impulse, life becomes meaningful and such a life is transformed into a life of other centeredness.

Let me detail the process in anthropological terms. *First of all*, Separateness is the first realisation of human beings. Since human beings are the only creation who are *aware of themselves* by the power of reason. They are aware of *them-selves*, their capacities, their past and the possibilities of their future. They know that they are born without their will and will die without their will. They see and realise repeatedly that people who are younger to them and older to them die before them. They love something so dearly but then they lose it. They love someone passionately, but then they lose them tragically. They experience this aloneness and separateness all the time. This capacity of self-awareness of aloneness in human beings begins from the time the umbilical cord is cut off at the time they are born from the womb of their mothers where they had been enjoying a total communion. In the womb there was no separation between the mother and the child, instead there was an organic union between them. I call this union as umbilical union. This union is not produced by human effort. Any

force from outside does not will this. This is a natural, divine force that has produced the child from nothing and built this union. No one knew what shape, what colour and what character the child will have. It simply emerges. I strongly believe that the divine force does this emerging. In this union we experience the limitless power within us which helps to grow and flourish into a beautiful creation. In the womb every need is fulfilled without our asking. We breathe, eat and rest with ease. From the time we are cut off from that umbilical union we begin to feel not at ease with everything. The first thing we do is to cry. We cry for the re-union with the mother. We become restless. We start searching for such union in life and long for it constantly. From then on, every effort of human beings aims for that union. The deepest need of human beings is to overcome the separateness and the aloneness. We need to situate leadership in this location. Each individual human being longs to *be-long*. This longing is expressed in many different ways for many different people. The HR leader should understand this in her-self and in others. More sharply, what and who am I now? What do I want to be? Who will be with me in this? These are the three most fundamental questions of life. What answers you have and how you get those answers determines life. Any leader should be able to help people in this, by answering these questions for her first.

This act of answering, I reckon, is possible only by proper and effective competence of leadership. By leadership, I mean in managing human resources in families and in organisations. More specifically, this applies to HR leadership in corporate sector. This leadership competence is achieved in understanding the eight moves and their eight energies, their dynamics and making appropriate use of them. Before I explain about the eight energies, I want to talk about the nature of the competence we will achieve by the realisation of the eight moves and the eight energies.

I suggest that building leadership competency revolves around a dynamo competence. The dynamo power comes from “the use of rotating coils of wire and magnetic fields to convert mechanical rotation into a pulsing direct electric current through Faraday's law. A dynamo machine consists of a stationary structure, which provides a constant *magnetic field* and a set of rotating windings called the *armature*, which turns, within that field”. You need a field and a set of windings. And you need to rotate to produce energy that springs from the interaction between the field and the windings.

Applying this dynamo theory, the magnetic fields are energies and the armature is the moves we make to realise the energies. A leader should move to one direction where she acquires one energy and then move towards another direction and collects another kind of energy. Once the eight energies are personalised and internalised she uses the energies in equal measure for her task of management. There is a constant movement from one direction to another. There is no stoppage or outage. As dynamo provides electricity only when it is rotating, in this model there should be constant movement to and fro in order to realise the eight energies. The magnetic field has to be constantly connected to all the fields of directions. And you need to move from one to the other while you are being connected organically to the other movements. Here you move from one field and re-move from one to the other. Moving constantly creates power and dynamism. Ultimately, this process makes you the person who is a *dynamic*-ally competent person. Here in this process, staying on with one direction will be against its very nature. It stagnates growth. Eight moves (windings) activate eight energies (fields). In this, *move*-ment is crucial to realise the energies. In equal measure, there is organic unity between the different energies and moves. One does not have its energy isolated from the other. One move is useless without the other moves. They are inter-connected and inter-related. This unity gives integral growth in a person. HR

competence can be defined as movements that connect with core energies to realise the ends in an organisation. The Business leader is the one who moves backward, forward, rightward, leftward, inward, outward, upward and downward and realises by activating energies of historical consciousness, futuristic vision, authority, emotional maturity, attitude, productiveness, transcendence and pragmatism. The eight moves and the eight energies form the character of the Business leader. She becomes dynamic, energetic and productive. Not one sided, but a mutli-sided personality. Not a single-task professional, but a multi-task leader. This dynamo competence can transform institutions and corporations. Largely speaking, she can transform the world.

Competence consists of knowledge, skill and the experience of application of the knowledge and the skill. Knowledge explains about the intellectual grasp of your area of expertise; the information and the data about it. You know it. Skill is that you know the ways of acquiring the knowledge. And you know the language to communicate that knowledge appropriately and effectively. You become wise by the experience you gain from applying your knowledge into action by using your skills. Therefore, competence is the state of personality that is formed by the intersective process of movement between knowledge, skill and experience of application. You gain competence by the experience of application rather than merely having knowledge and skill.

This dynamo competence of a person who manages human resources must develop a competence that consists of knowledge, skill and the application of the eight moves and the eight energies. You develop the HR competence by having the knowledge of the eight moves and the energies (which we will soon discuss), developing skills needed to generate the energies and having the experience of applying the knowledge into concrete actions that have been successful. In other words, when you are considered a competent Business leader, it

means that you understand the eight energies and you have the skill to generate the eight energies.

The dynamo leadership refers to the organic capability by which a person realises energies within and without and actualises those energies to effect transformative changes in society.

This leadership has distinctive features. *First*, a dynamo leader acts. Just does it, by functioning with powerful energies. Thinking and action are not two different acts. But they form as a single action: *think-act*. *Second*, this act-ive nature springs from the realisation of energies deep within her person and from her social interactions. She is a person who lives consciously. Therefore, *third* feature is that she is sensitive to the happenings around her.

This makes the dynamo leader observant of what happens and what goes through the minds of people who work with her. By being observant of the reality around, provides a better understanding of the situation for effective decisions. *Fourth*, since she is an active person, she is the agent of effects. She does something because she believes in it. Not directed or influenced by someone. She is open to influences, but not overwhelmed by them. She owns her actions. In other words, human agency is with her in the sense that she takes personal responsibility for her actions. *Fifth*, she constantly reviews and evaluates her actions. This review refines her further actions in terms of making her actions productive and contributively useful. In this, there is honesty in accepting the truth. She does not hide deficiencies. Instead, accepts them humbly in order that she would make the deficiencies into efficiencies. *Sixth*, the dynamo leader manufactures changes: change maker. This is a way of creating an impact on the society. Not merely in terms of creating a profit for the organisation she works for. And equally, she knows how to manage those changes. *Finally*, the most important feature of the dynamo leadership is that she knows how to handle the eight energies and use them appropriately in a matured way.

Moves and Energies

Backward, forward, rightward, leftward, inward, outward, upward and downward are the eight directions/movements. All the eight movements are guided by eight energies. The *Backward* movement has the energy of *historical consciousness*. It is one's own past in which how she has lived, what has shaped her and what has de-shaped her. It directs us to the experiences in the past that have given life's convictions and worldviews. What I am is the product of what I was. Moving backward gives in fact, your identity. If one wants to become a competent leader she should know her past, her family background and the ways in which she has shaped her life so far. She should be deeply conscious of the experiences that created wounds as well as the experiences that helped to grow. This consciousness of the past is the foundation on which a person's resourcefulness and competence are built.

The *Forward* move has the energy of futuristic *vision*. Moving forward denotes the future. It sets the vision for life. Against the backdrop of the lessons learnt from the backward movement, the forward movement helps us to evolve a design of life. The design that shows us what we want to be and what we should be. It maps our future. It points at the goals and the ideals that we need to achieve. A competent leader must have clear goals and a sharp vision to achieve. Understanding the past and the identity of the organisation, she should be able to evolve designs and plans for the future so as to develop the organisation. What we have done (backward) and what we will do (future) define the profile of a person and an organisation. The *Rightward* move denotes authority. Conventionally, right hand refers to power. We have heard people say 'he was like my right hand, I have lost him'. The use of right hand points to strength. Here a leader should be able to use her authority positively. That is, she must be able to use her position of power, her talents, knowledge and skills for the growth that generates only life within an organisation and beyond. Authority is not to

dominate the weak and to lord over the others. It is the responsibility that places one in a position of power to respond to a situation efficiently. The Business leader should activate responsible use of authority. *Leftward* move refers to emotional maturity or emotional intelligence. A leader in an organisation should have the ability to understand her emotional states and movements and handle others' emotions and mental states. She should be able to inject intelligence into emotions in the ways in which she interacts with others and makes decisions. *Inward* movement addresses one's attitude. It is the way by which one sees the world, her work, her life and the people around her. All of us have a paradigm of life that guides the ways in which we behave and conduct our lives. This is crucial for a person in the process of setting her goals and her performance to achieve the goals. This applies to institutions as well. *Outward* is what output or products one is capable of bringing forth. First five movements talk about the inner capacity that places the foundation that give at the sixth movement the expression of one's worth. Historical consciousness, futuristic vision, proper use of authority and emotional intelligence produce an attitude towards life and work. And these together make a person deliver in terms of achieving goals and objectives. *Upward* refers to transcendence. It is not simply about God. It is a sense of going beyond the state in which one stands. If there is a failure in being productive, one should not get bogged down to it. In the same way, if there is success, one should not be overwhelmed by the glory of success. One should move on. Go beyond. This is a way of seeing both success and failure at the same level. This provides a balance in life. Once one reaches this level, she should move *Downward*, which is being earthly. Being earthly refers to the earth that needs to be cared for – eco-friendly – being ethical about what one does, being practical about what one is involved in. Above all, this points to the importance of being people-centred. At the end of the day, the Business leader is measured in terms of how she is sensitive to people. By all this, the Business leader is conscious of her past and the history of the institution she works

with and for. She develops a design for the future – vision. And she makes proper use of her position of authority with a right blend of emotional maturity. This gives her an attitude that helps her deliver the products. She does not allow this achievement or failure to stagnate her dynamism. Instead, she goes beyond. She transcends the reality to see the larger picture of life. Finally, she grounds her life in terms of humanness by being and becoming people-centred. This is what gives meaning to one's life.

1.2 Need and Significance of the Study

Innovation research during the 1980s and early 1990s established that innovation strategy is essentially associated with business strategy (Burgelman, Kosnik and Van den Poel, 1988). Therefore, basic types of innovation are inherently relation with the main types of strategic changes. “Research on innovation strategy has also paid increasing attention to the antecedents of innovation. A number of studies have indicated that environmental factors, organisational characteristics and managerial level factors, including leadership, represent the main antecedents of organizational innovation” (Damanpour, 1992; Hadjimanolis, 2000; Wolfe, 1994). The upper echelons research has recognized that sometime “top managers matter a great deal to organisational outcomes, sometimes not at all, and often are somewhere in between, depending on how much discretion – or latitude of action – is afforded by them” (Hambrick and Finkelstein, 1987). “Discretion exists when there is an absence of constrains to decision making and when there are many plausible alternative courses of strategic action. With more discretion, top managers are more likely to realized their original intentions and vice-verse. It could be noted, while the upper echelons perspective expanded our understanding of strategic leadership, it has been criticized for not directly studying actual strategic leadership behaviour” (Cannella and Monroe, 1997). Till now, in my understanding, not many studies have been done to analyse the impact of leadership behaviour on the

organisational outcomes in general and technology innovation in particular. Hence, the present study aims to understand the impact of the strategic moves and energies of a business leader on technology innovation of an organisation.

1.3 Purpose of the Study

This research aims to understand the impact of strategic moves and energies of a business leader on the technology innovation of an organisation. To satisfy the study's purpose, the following objectives were framed:

- To understand the employees' perception of the strategic moves and energies of business leaders
- To find out the impact of the strategic moves and energies on the leader attractiveness
- To identify the impact of the strategic moves and energies on the technology innovation of an organisation
- To analyse the mediating role of leader attractiveness on the technology innovation of an organisation

1.4 Chapter Scheme

The entire study has been divided into six chapters:

- *Chapter 1* – deals with the introduction, need and significance of the study, purpose and objectives of the research
- *Chapter 2* – reviews the existing literature
- *Chapter 3* – states the theoretical model and methodology adopted for the study
- *Chapter 4* – analyses the results
- *Chapter 5* – discusses the findings
- *Chapter 6* – concludes the study with a summary, implications and recommendations.

Chapter 2: Literature Review

Arnold Gehlen defined historical consciousness as “the ability to recognize the epochal quality of an event that is happening now; in other words, to see the event with the eyes of future generations” (Schieder,1978).

Historical consciousness is important as it transcends the exclusive preoccupation with what happened in the past which has now become history and this knowledge is used to shape the thoughts and actions that will determine the future. It is not mere retrospective contemplation but it draws conclusions from the past and applies them to the future goals. Hence there is a crucial interdependence between the future action and historical consciousness. Hence any decision taken today will mark a turning point when viewed from the past or the future. (Schieder,1978).

Kieser (1994) identified four reasons as to why historical analyses should be revitalized within organizational research. Firstly, the behavior and structure of the current organizations reflect culture-specific historical developments. Secondly, the finding of the real organizational problems and of their appropriate solutions is often not free of ideology. Thirdly, historical analyses makes people interpret existing organizational structures as the outcome of past decisions, some of which were intentionally made and some more implicitly. Fourthly, by applying historical developments to theories of organizational change, the theories get subjected to a more radical test than otherwise.

Ahonen (2005) defined historical consciousness as an interaction between understanding of the past and developing expectations for the future. In the 1970s, Rüsen was one of the theoreticians who introduced historical consciousness as an important concept in history education in Germany. He later developed a theory of the personal development of historical consciousness. He presented his scheme of four phases of historical consciousness. “The

phases reach from (1) a recognition of a continuity of tradition, to (2) taking examples from history, to (3) critical deconstruction of the belief of continuity, and finally to (4) a temporalized, genetic view of the transformation of life” (Ahonen, 2005).

Suddaby et al. (2010) proposed a framework for understanding history as a source of competitive advantage. Research has proved that firms have enjoyed better access to resources owing to their past. History is considered as a malleable construct, a social and rhetorical construction which can be used to motivate, persuade and frame action both inside and outside the organization. Hence the capacity to manage history is a rare and inimitable resource. Suddaby et al. (2016) also insist the understanding of history as a critical resource that can be deployed in order to manage membership with a wide range of organizational stakeholders

The importance of historical consciousness for management scholars was documented by Suddaby (2016). The paper explains how “history both enables and constrains the ability to organize, to engage in productive economic activity, and to create institutions of social control and economic order. Hence, management scholars need develop a more powerful literacy and facility with history, historiography, and historical theory”.

The study of “how the past is used for managerial purposes draws together threads of organizational research from management scholars (Rowlinson and Hassard, 1993; Ericson, 2006; Foster, et al, 2011; Anteby and Molnar, 2012) and business historians (Hansen, 2012; Mordhorst, 2008, 2014; Kroeze and Keulen 2013) that examine the powerful role history plays in broader processes of epistemological and ontological knowing in organizations and organizing”. The approach, termed “historical consciousness” (Suddaby, 2016), takes history as constitutive (Wadhvani and Bucheli, 2014) in shaping “how we define our own sense of self and action in time, and in emphasizing how the interpretation of the past shapes the

experience in the present, the expectations for the future, and the choices we make” (Kosseleck, 2004). Lubinski (2018) demonstrates “how politically motivated struggles to define the historical context contribute to the construction of organizational reality.”

Frímannsson(2017) attempts to link moral and historical consciousness through the hindsight bias. He considered historical consciousness as “a vital human asset for an orientation to life and the world.” Historical consciousness is “an awareness of a series of events occurring one after another in a human community. It is oriented towards the past hence there is no direct knowledge of the events and the view would possibly be biased by hindsight.

The Historical consciousness concept was originated by Jörn Rüsen”. He used it as “a way of describing the role of history in education, how it shapes the orientation and helps to understand the world” (Rüsen, 2004).

Mordhorst et al. (2015) explains that “the interpretation of the past is very important to forge organizational identities (Gioia et al. 2000; Hansen, 2007; Anteby and Molnar, 2012; Mordhorst,2014),consolidate social memory (Rowlinson et al. 2010), set strategic direction (Suddaby et al. 2010; Schultz and Hernes, 2013), understand entrepreneurial opportunities (Popp and Holt, 2013a, 2013b), redefine market categories (Khaire and Wadhvani, 2010), shape understandings of products (Hansen 2006,2010) and establish new industries (Kirsch et al.2014). Hence the past can be used in many different ways in managing and organizing organizations”.

Glencross (2010) defined historical consciousness as “the understanding of the temporality of historical experience, that is how past, present and future are thought to be connected for the sake of producing historical knowledge”.

Suddaby (2016) recorded that “historical consciousness in management will need specific attention to practices or techniques of history. The paper stresses the need to nurture a broad-

based and a more inclusive historical consciousness in business history that widens our collective assumptions about the nature and function of historical knowledge”. “Knowledge stagnates when a single world view becomes so dominant that it excludes all other possible perspectives. If the historic turn in management is to fulfill its promise, it needs to turn toward a horizon full of theoretical opportunity inspired by a broad awareness of the range and possibility for new learning, insight, and understanding that can emerge from vibrant and interdisciplinary conversations about the role of history in contemporary society. Achieving this involves nurturing the nascent historical consciousness that first inspired the historical turn in management thought” (p.58, Suddaby, 2016).

Lorenz et al. (2010) documented the core claim of historical consciousness: “The confrontation with history has an immediate impact on our professional practice, but it cannot be constructive unless we introduce a critical distance vis-à-vis current issues and unless we guard against all linear notions of “historical development”. The dialogue with history is a two-way process. We interrogate the past but are aware of our subjectivity. In a dialogue with history we investigate the past and put the current “facticity” and the obviousness with which “new” challenges are presented in perspective. Only thus do we remain true to our social pedagogical mandate. Solidarity and social cohesion do not rest on a-historical facts but on a genuine, permanent quest for shared values, symbols and aspirations, in an ongoing dialogue with history. Only the constant elaboration and re-elaboration of the ever incomplete project called society can ensure social cohesion and at the same time respect for cultural diversity”

Vision helps individuals to dream about an aspired state of being. Visions are essential for both organizations and individuals in order to enable them to reappraise their existence continuously by examining the gap between reality and the desired vision. Visions will not become a reality without individual and organizational effort. In order to realize the vision,

values need to be developed and operated. The values need appropriate behavioral responses in order to be realized and if the behaviors do not abide with the desirable value, they could be easily identified and realigned (Kenny, 1994).

In the context of the organization, from the employees' viewpoint, the emotional commitment of the employees to the organization's vision is more important for the performance of the organization compared to the vision merely guiding the employees in their daily activities. Only the employees, who are emotionally committed to the vision, believe in the vision, work towards it and make it a reality. Hence in order to reap the benefits of a good vision, the employees need to be emotionally engaged to the vision (Kantabutra & Avery, 2011).

Similarly, in the organizational context, from the leaders' point of view, the leaders who want to increase the effectiveness of their organization should embrace a visionary leadership style. Visionary leaders with strong leadership skills made possible the pronounced perceived effectiveness of the organization. Visionary leaders are contributory in triggering the organization's vision and they must be completely engaged in the organization in order to realize and maintain excellence when leading the path to success (Taylor et al., 2014).

A leader is believed to be visionary only if the vision provided by the leader is very clear, precise, attainable, motivating and at the same time appealing to the values of the employees within the organization (Stoner-Zemel, 1988). In describing the characteristics of visionary leaders, David Berlew (1974) suggests that the first requirement is the presence of a shared vision for the organization's future. A vision that is inconsistent with the values of the followers will not be received well. Hence, the vision must be developed from the values of the group being led. The leaders need to articulate the goals of diverse groups and hence only an outstanding leader can deliver the common vision acceptable to diverse groups. The outstanding leader needs to also act in compliance with the vision in a consistent manner.

More elaborately, the process of “visioning” or leadership vision can be divided into three stages based on previous research. The first step being the stage of envisioning or visualizing the future state of the organization, the next stage is the effective communication of the vision to the followers and the last stage being empowering the followers using the communicated vision so that the vision could be enacted (Westley and Mintzberg, 1989).

The unique trait of a visionary leader is that via actions and words, the visionary leader makes the followers see his/her vision, makes them see a different way to think and act and thereby help the leader realize the vision. The way the vision is communicated becomes as critical as what is communicated. Visionary leaders like Winston Churchill and Martin Luther King have skilfully used linguistic devices like metaphor, irony, alliteration and imagery in order to make their audience visualize the vision as if it was real. The visionary leaders choose from a variety of mediums for communicating the vision. By matching the perception appropriately with the symbols, the visionary leader creates a vision and then this vision becomes the bridge between the leader and the followers. Visionary leadership involves sociological dynamics, psychological gifts and the luck of timing. Strategic visionary leaders are the result of historical moments (Westley and Mintzberg, 1989).

Visionary leaders use emotions to drive the followers instead of employing the authoritarian approach. The motivation is via words and action. The visionary leaders share a paternalistic relationship with their followers. Mahatma Gandhi was a visionary leader whose vision of non-violence brought us freedom from the British rule (Smolenyak and Majumdar, 1992).

Further, based on the individual’s salient capacity, Westley and Mintzberg (1989) divided the visionaries into different types of visionary leadership style. Edwin Land, was categorized in the “Creator” visionary leadership style, Steven Jobs in the “Proselytizer” style, René

Lévesque in the “Idealist” style, Lee Iacocca in the “Bricoleur” style and Jan Carlzon in the “Diviner” style.

Edwin Land, was the founder of Polaroid Corporation and also the inventor of Polaroid Camera. He has been categorized as “Creator” because of characteristics like originality of ideas or inventions and the quality of their realization. He had foresight and was able to visualize his invention and understand the deep needs of people which they themselves did not know they had (Westley and Mintzberg, 1989).

Steve Jobs, the founder of Apple computers was a visionary leader categorized in the Proselytizer style. Jobs was outstanding in merging foresight and imagination. His visionary approach was the zeal to showcase the future potential of the product. He excelled in convincing people collectively to support a new product line. Unlike the creators, the proselytizers are very dependent as they depend on others to stimulate their vision (Westley and Mintzberg, 1989).

René Lévesque, was a minister of the government of Quebec and the founder of the Parti Québécois political party. He was categorized in the Idealist visionary leadership style. He had the characteristics of an idealist visionary leader like speculating on the ideal, demanding perfection and minimizing the flaws of the real. Lévesque attempted to reduce the vision into practical realities of a rearranged political order. The challenge for Lévesque unlike the other visionary leaders was to sell an abstract idea whose results were just proposals on paper (Westley and Mintzberg, 1989).

Lee Iacocca, an American automobile executive who held important positions in Ford and Chrysler, was categorized in the “bricoleur” visionary leadership category owing to his capacity of mythmaking and building ideologies, teams, designs and organizations. Iacocca

never gave any original ideas but he had the wisdom to build a team, the foresight to predict the market, and the insight to identify the winning design. His distinctive style was creating a powerful outline around the core vision, by combining operations, people or parts with a lot of personal influence and hence creating a circumferential vision (Westley and Mintzberg, 1989).

Jan Carlzon, a Swedish businessman and the president of the SAS group, was categorized in the “diviner” visionary leadership style because of his insight, which in times of inspiration came with great clarity. But unlike the creator, the insight focused more on the process and the organizational structure and not on the product. His blueprint for the organization was based on a number of small insights and distinct moments of inspiration. Carlzon had to convince his own employees to adapt to a new way of doing things (Westley and Mintzberg, 1989). Hence, like these visionaries, HR leaders should have a vision. They should move forward based on the knowledge of the past. Therefore being historically conscious, the effective leaders should develop a futuristic vision and work towards it.

Grimes (1978) points out that authority and power are the “extremes on a control continuum. Power is conceptualized as influence and social control, the former reducing and latter reinforcing authority” (p.724). Authority and power are conceptually opposites in terms of the kind of goals aimed at and the level of acceptance among the members of the organization of the likeability of those goals and the means to achieve them. Exercise of authority is when common goals are arrived at in consensus with organizational members. Exercise of power is when the goals are more personal and the members comply. Identifying goals as common or personal could be difficult at times and such fuzzy distinctions make the process of distinguishing between power and authority problematic. Gautschi (1997) refers to authority as the “right to command” and power as the “capacity to command”. He insists that authority

needs to be backed by power in order to gain dominance of one's goals. The factors which increase the real authority in the hierarchy include: "large span of control, lenient rules, urgency, reputation for moderate interventionism, performance measurement and multiple principals" (Aghion & Tirole, 1997, p.26)

More sharply, in group nomenclature, authority refers to the power conferred in a role however the power is limited via coalition formation. Authority is directed power which can be legitimately exercised only in channels defined by the group norms. The individual possessing the authority is obliged to govern. Thus authority rises as the transformation of power in the operation called "legitimation" which is mobilising collective assistance to challenge those who oppose power. This kind of supportive power is authority (Emerson, 1962). In C. Wright Mills' words, "Those in authority attempt to justify their rule over institutions by linking it, as if it were a necessary consequence, with widely believed in moral symbols, sacred emblems, legal formulae. These central conceptions may refer to god or gods, the 'vote of the majority,' 'the will of the people,' 'the aristocracy of talent or wealth,' to the 'divine right of kings,' or to the allegedly extraordinary endowments of the ruler himself. Social scientists, following Weber, call such conceptions 'legitimations,' or sometimes 'symbols of justification. '" (p. 36).

Leadership is infused with the concept of power. The main role of a leader is to influence changes and power is an integral part of the influencing process. The power of a leader is defined by her position. The two perspectives of power, the power within or "interiority" and the power without or "exteriority" was explored by San Juan (2005). In the exteriority perspective, the power lies in the leader's external setting which would be diverse and heterogeneous in nature. In the interiority perspective, the power lies within the leader and the power mainly satisfies a desire, a need and motivation in leaders. The leader needs both

the perspectives and has to understand them and confront the challenges they pose. These perspectives need to be integrated. The leaders need to make sense of the external power manifested in the environment and integrate that with their internal self. Filley and Grimes (1967) identified twelve power bases which include: formal authority, function and responsibility, expertise, autonomy, manipulation, avoidance or default, collegial, control of resources, traditional rules, bureaucratic rules, equity and friendship. The most frequently employed power bases include collegial, formal authority, responsibility, control of resources and manipulation.

Further, the sources of power which leaders employ in order to influence peers were given by French and Raven (1959) and it included coercive, legitimate and reward categorized as organizational power and personal power which included referent and expert. The organization's policies and procedures dictate the organizational power whereas the personal power emerges from one's personality. Depending on the context, leaders employ all the power sources together in different combinations. Legitimate power refers to the power derived from one's position and is also known as "formal authority." Leaders could exercise this power within the scope of their authority. This power could be enhanced by developing policies and procedures. Reward power refers to the ability to influence peers by giving away rewards which could be financial or non-financial. Coercive power refers to the ability to punish peers in order to influence their behavior. Expert power is the power to influence peers owing to one's own recognized expertise. Referent power is the influential ability evolved because of the admiration one receives from peers (Lunenburg, 2012). The leader's behavior plays a key role in the kind of power exercised. Subordinates have implicit notions about their powerful managers. Managers who display high reward and coercive power are

assumed to also possess high referent and legitimate power but lower expert power (Aguinis et al., 1994).

Moving further lets discuss about the classes of power which include objective power and perceived power. Objective power exists objectively in the organization and is very straightforward and direct. Mostly people are unaware of this objective power. Perceived power is subjectively perceived to be present. Both these classes of power are essential. The leader's real behavior has a significant influence on the perception of the exercised power, especially in the case of coercive power and reward power. The leader's reputation and behavior does influence the perception of referent, expert and legitimate powers. Hence depending on the types of power a leader desires to exercise and desires others to perceive, she can alter her behavior accordingly and also influence the information available about her reputation (Gioia and Sims Jr, 1983). The perception of an individual's power is significantly and independently related to behavior and the position in the organizational structure which is measured in terms of the level in the hierarchy. The informal power positions depend more on the strategic use of behavior in order to exercise power and influence peers (Brass and Burkhardt, 1993). The model proposed by Farmer and Aguinis (2005) suggests what combinations of perceived supervisor power and supervisor intentions to provide resources for subordinates' enactment are essential for quality leadership. Only when the perceived supervisor power is high and the intention is also high, the condition termed as confirmation, the result would be very high quality of the supervisor-subordinate relationship. Hence a good leader needs to make sure that the perception of her power by her subordinates is high and should also exercise lenient control over the resources needed for the subordinates.

“Persuasive leaders conquer three hurdles – communication, power and authority”

(Anderson, 1989, p.10).

Persuasive communication was also considered by Sanborn (1996) as one of the important skills of a leader in order to differentiate oneself from a manager and establish leadership.

Leaders need to be persuasive enough to sell their ideas to the followers. The prerequisites of persuasion include rapport, emotion and logic. The leader needs to build a good rapport with the group by placing the best interests of the group ahead of individual interests. Only a credible leader would be able to build a good rapport and then using both logic and emotion, they persuade the group to achieve the targets. In order to embrace the group's emotions, leaders empathize with them and then use statistical facts to present the ideas' logic. Thus, rapport, logic and emotion enable an easy persuasion for the leader.

In India, the right hand and left hand are related to various social activities. The right hand fulfils tasks which are considered to be "clean" whereas the left hand fulfils activities considered to be "unclean." In all important life events like marriage, death, birth, etc this distinction between the right side and left side is maintained. In French, the word for "left" is "gauche" which means "awkward." In general, left represents "evil", and "weak" (Alpenfels, 1955). Hence, the left denotes emotions and so affective maturity is the energy for the leftward move.

Blaise Pascal, a philosopher says, "The heart has its reasons which reason knows nothing of... We know the truth not only by the reason, but by the heart." The rationale of the leftward move is that the left denotes the heart and not the left hand. The heart of the matter lies in how the heartfelt emotions are handled as most of the decisions taken are the outcome of emotions.

Elaborating on the treatment and constitution of emotions, "emotions are treated as material things; they are constituted biologically as facial muscle movements, raised blood pressure, hormonal and neurochemical processes, and as "hard-wired" instincts making up a generic

human psyche”(Lutz and White, 1986, p.407). Emotions are viewed as organized responses to either external or internal event that has had a negative or positive influence on oneself (Salovey and Mayer, 1990).

Leadership is an emotional process. Implicitly, emotions are the center of management practice especially with respect to leader-member relationships. Employee’s productivity and behavior is dependent on the leader’s emotion. Organizational members need to be high on emotional intelligence so that illegitimate leadership could be identified and resisted (Dasborough and Ashkanasy, 2002). Emotions and moods play a major role in the process of leadership. Emotions are more short-lived compared to moods owing to their high intensity. Emotions usually flow into moods and hence, when the emotion’s intensity reduces after dealing with the source behaviourally or cognitively, the emotion translates into mood which is a less intense feeling. Emotions and moods have the propensity to influence information recollected from memory, deductive and inductive reasoning, judgements, creativity and acknowledgement of success and failure. Hence, they are intricately connected to the ways individuals behave, think and make decisions (George, 2000).

Emotional intelligence has been defined by various researchers in different ways. Salovey and Mayer (1990) define emotional intelligence as a branch of social intelligence that “involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions” (p.189).

Whereas, according to McClellan et al.(2017), “Emotional intelligence relates to the use of the components of mind associated with emotion as opposed to purely rational thought in the application of intelligence” (p.197). The process of emotional intelligence includes six steps. The first step includes being aware of the emotion which starts to emerge via a significantly emotional event, the next is the emotional response which happens subconsciously, followed

by being aware of the emotional response, then detachment and control of the emotion, the next is choosing the appropriate behavior and finally goal driven regulation of behavior and emotion (McClellan et al.,2017).

Emotional intelligence is the capability to comprehend and handle the emotions and moods in oneself and peers. And emotional intelligence is instrumental to effective leadership. The main aspects of emotional intelligence include understanding the emotions, employing emotions to improve the quality of decision making and cognitive processes, assessing and expressing emotions and managing the emotions. Individuals vary with respect to their level of awareness of the emotions experienced and the level of expression of the emotions either verbally or non-verbally. Perfect expression of emotions is key for effective communication so that the needs are met and the objectives are achieved. It is important to be knowledgeable about both the causes and the effects of emotions and also how they evolve and vary over time (George, 2000).

Emotional intelligence contributes to effective leadership by mainly concentrating on five important elements of leader effectiveness: (1) Developing goals and achieving them.

Leaders with high emotional intelligence would have higher information processing capability, would employ their positive emotions to visualize better organizational functioning, would cautiously revisit prior decisions, would employ their emotional knowledge to sense the followers' emotions and thereby influence their emotions so that they are receptive of the organization's vision. (2) Inculcate in others the appreciation and knowledge of the significance of work activities. Emotionally intelligent leaders would be able to effect the followers' emotions so that they are aware of the organizational problems, keen to solve the same and also feel positive about their contribution. (3) Develop and continue the optimism, co-operation, enthusiasm, excitement, trust and confidence in an

organization. Leaders who are high on emotional intelligence can instill these feelings in the followers by having quality interpersonal relations with them by identifying, responding and impacting their genuine emotions. Leaders need to also be able to predict how the followers would respond to various changes, events and situations and manage them accordingly. (4) Motivating flexibility in decision making. Emotionally intelligent leaders would have the capacity to prioritise demands without biases and thus take effective decisions both by using emotions and also by managing the emotions which intervene. (5) Develop and maintain a relevant identity for the organization. The leaders with high emotional intelligence have the ability to deliver the emotion driven values, beliefs and norms which make up the organization's culture which translate to the organization's identity, in an appealing way to the followers. Hence emotional intelligence is essential for effective leadership (George, 2000).

Leaders need to be self-conscious about their own emotions and comprehend their weaknesses and strengths. Emotionally charged decisions and behaviours could be prevented with this kind of understanding (Brusman, 2014). Leaders can employ emotions in order to create eagerness towards a task, to motivate the team to achieve targets, to resolve problems and to support critical decisions. There is a significant relationship between the competence of the leader's emotional intelligence and the emotional competence of the team being led. Hence leaders need to be emotionally competent (Akila and Thangavel, 2013). The traits of an emotionally intelligent leader include being able to notice the nuances of a given situation, being intuitive about others' needs, being seamlessly responsive enough to generate positive outcomes and making the right decisions about what is most needed for the group and for individuals in several scenarios (Dearborn, 2002).

Research has documented that there is a positive relationship between the emotional intelligence of the supervisor and the organizational commitment of the subordinates. The emotionally intelligent organizations and individuals are more productive and they also encourage productivity in peers. Effective managers with high performance ratings are found to be high on emotional intelligence. Hence emotional intelligence contributes positively to job performance (Holt and Jones, 2005). Emotional intelligence enables leaders to deliver better ideas in the process of developing goals for the organization. With the understanding of peers' emotions, the emotionally intelligent employees build good social relationships and hence build organizational commitment (Vasudevan and Mahadi, 2017). Emotionally intelligent leaders who are able to assess their own emotions and that of their followers have better exchange relations with their followers and are also more effective when compared to the leaders who have lower emotional intelligence (Gordon, 2007). Emotionally intelligent leaders have higher probability of leading an effective team, working towards success and being more content working with others. The leaders need to employ their positive emotions to promote organizational performance. They also need to differentiate between the emotions expressed and the emotions actually felt by the followers. They need to handle both the negative and the positive emotions both in themselves and in their followers via emotion management. Organizational effectiveness could be achieved only when both the highs and lows are managed. Controlling emotions at work is key to effective leadership. Feelings like satisfaction, security and trust can be imbibed in the followers only if the leader holds a positive outward appearance (Gardner and Stough, 2002).

“Attitude is used to refer to a person's overall evaluation of persons (including oneself), objects, and issues. Thus, one's attitude refers to how favorably or unfavorably or how positively or negatively in general one views some object of judgment such as “the

defendant,” “capital punishment,” or “ice-cream.” These global evaluations can vary in a large number of ways in addition to their extremity such as whether they are based on emotions, beliefs, or past experiences and behaviours and whether they are internally consistent or ambivalent” (Petty and Brinol, 2010,p.1). Attitude is a French term, coined from the Italian word *attitudine* and the Late Latin *aptitūdō* and *aptitūdin*. Synonyms of attitude are approach, mind-set, position, way of behaving, orientation, manner, feelings, outlook, way of thinking, stance and thoughts.

Attitude is defined by three main characteristics (1) It is a mental state, either unconscious or conscious (2) a feeling, belief or value and (3) a predisposition to action or behavior. The predecessors to attitude are the opinions one experiences, concepts, objects and situations. The possible results of an attitude are very diverse and multiple in number. The important attributes of an attitude are that it is bipolar, it consists of affective, behavioral and cognitive components and it is a reaction to a stimulus. An attitude may not be acknowledged consciously by an individual as she may or may not reveal (Altmann, 2008). The attitude towards an object affects the entire range of responses to that object, however that may not forecast any action. Intentions which are a function of one’s attitude determine one’s behavior. When there is a high correlation between behavior and intention, actions could be predicted based on the attitude towards them. Hence, if an individual holds a favorable attitude towards some object, her behavior would also be favourable. Similarly, unfavorable behavior if the attitude is unfavorable. “A person's attitude represents his evaluation of the entity in question” (p.889) (Ajzen and Fishbein, 1977).

The right attitude is an important trait of a good leader. A person’s upbringing, the influence of peers and life experiences play an important role in the formation of one’s attitude. Though childhood experiences form the initial attitude, the people who we meet later and the events

which occur could change the initial attitude formed if we are open to listen and learn. The workplace influences the attitude mainly via mistakes and the learning from them. The behavior of a person is an important indicator of her attitude. The main factors influencing attitude are beliefs, education, upbringing, socio economic status, influential people, peers and media. Attitude is being influenced continuously and is evolving each day (Heath Ansley, 2007). Attitude change is the alteration of one's evaluation from one value to another. The change is often calculated relative to the initial attitude of the individual (Petty and Brinol, 2010).

Attitude is key to both professional and personal success. It is the factor of success over which we have control. It shades our vision of how we view other individuals and the world as a whole. Attitude influences one's beliefs and behavior. It influences the ability to handle changes, motivation, customer relations and teamwork. It is attitude that changes a dreadful work environment into a more pleasing work space. Successful people tend to adjust their attitude consciously when theirs is below par owing to a bad attitude experience. They also tend to stay away from those who have a pessimistic attitude. It is very difficult to change a person's attitude. Individuals with a good attitude will be those who do not play the blame game, those who are optimistic and are able to see the brighter side of the problem, those who are committed to continuous learning, open to feedback and are good listeners (Bartlein ,2002).

Ben Rumble who is well known for his telecommunication business reaped huge success because of having the right attitude. He employed the McDonalds retailing method in telecommunication retailing. He believed that attitude comes in the forefront before everything and life's attitude towards oneself is determined by one's attitude towards life. He

ensured that his staffs were well trained with manuals which were supported by his own twelve rules of attitude to business and life (Worrall, 1999).

A leader must have a proper attitude. Attitude is composed of different forms of judgement. Attitude is developed from childhood. A competent leader would have the attitude of authenticity. Being authentic implies that the person has a good attitude. To be authentic, one should be driven by the values of beauty, goodness and truth which are the three fundamental values/principles. This is the foundational philosophy of life. Hence, a person with good attitude should appreciate world beauty, defend the truth and be responsive to goodness. When you are true to yourself, attitude is formed. Being true to yourself and being authentic means being responsive to goodness, being appreciative of beauty and being able to defend the truth.

As competent leaders need the attitude of authenticity, leader authenticity becomes an important dimension. Leader authenticity is defined as “the extent to which followers perceived their leader to be maximizing the acceptance of organizational and personal responsibility for actions, outcomes, and mistakes; the non-manipulation of followers; and the salience of self over role” (p. 103). Authentic leaders need to be true to themselves, accountable and need to accept the mistakes committed. The followers would view the authentic leaders as real and genuine, one who takes responsibility for the organization’s actions and that of her own, one who is cautious not to repeat mistakes and as one who does not manipulate peers. Authentic leaders have an agreement between their expressions and actions. Authentic leaders would help to build organizations where ethical behavior, job satisfaction, interpersonal respect and trust and positive morale dominate. Organizations would also be high on effective employee supervision, accountability, leader effectiveness, employee self-efficacy and productivity (Henderson, 2015). Authentic leaders have a lot of

trust in their employees and hence they delegate more responsibilities and thereby empower them. Via effective communication, authentic leaders have in depth knowledge of all the staff in their work space. The authentic leaders need to self-change via continuous learning, have emotional strength to deal with uncertainties and fear, be motivated to learn from their errors, and have self-trust and self-discipline. (Marič and Ferjan, 2010)

When leaders who are the main driving force in an organization become authentic, they would stimulate employees to perform better. Authentic leaders act as role models for the organization's values and earn the trust of peers. They instil optimism, hope, resilience and confidence among the employees in order to improve their performance and hence the organizational performance. Authentic leaders also help to inculcate in employees a positive attitude and behavior which in turn enhances the performance of the organization (Khan, 2010). Beddoes-Jones and Swailes (2015) advanced the three pillars of authentic leadership as ethics, self-awareness and self-regulation. Majority of the leadership fails owing to the absence of one or more of these pillars. By being self-aware, the leader is well aware of her own motives, feelings and beliefs and how they influence her and the others around. Self-regulated leaders possess high self-discipline, keep their ego and mood swings under control and remain accessible even during difficult times. Ethical leaders have their core values held very strong and do not compromise as they believe that they are ethically accountable to others.

A leader who has gained insights about the past by being historically conscious, has a futuristic vision, has influenced others via her authority, has emotional intelligence via the affective maturity and also has the right attitude towards life is not competent enough. She needs to be productive and hence move outward by translating creative ideas into innovations. All what you have and what you are need to be expressed as concrete actions

and as visible effects. An effective leader would know how to produce and does not merely speak about it. The energies of historical consciousness, futuristic vision, authority, affective maturity and attitude should be seen tangibly by means of action, behavior, body language, verbal and non-verbal expressions. What you express should be born out of these energies. The expressions must be creative and innovative. These expressions create a positive impact on the life of others, which ultimately leads to optimum performance.

The following analogy explains the inward move perfectly. Now if, “you are holding a cup of coffee when someone comes along and bumps into you or shakes your arm, making you spill your coffee everywhere”. What would you say when asked, “Why did you spill the coffee?” “Because someone bumped into me!!!” Now, that is the wrong answer. “You spilled the coffee because there was coffee in your cup. Had there been tea in the cup, you would have spilled tea. Whatever is inside the cup is what will spill out. Therefore, when life comes along and shakes you, whatever is inside you will come out. It's easy to fake it, until you get rattled.” So we have to ask ourselves... “What's in my cup? When life gets tough, what spills over? Joy, gratefulness, peace and humility? Anger, bitterness, harsh words and reactions? Life provides the cup, and you choose how to fill it”. Hence what is inside you, comes out as your expressions, behavior and actions.

Outward move is about how a leader expresses. Expressions are an important medium through which the five energies of historical consciousness, futuristic vision, authority, affective maturity and attitude of the leader are expressed.

“Expressions play an important role in influencing the quality of the bond between the leader and the followers”. Leader’s expressions have the power to influence the attitude, behavior, feelings, cognitions and the performance of the followers. The leader’s expressions could also trigger the followers to unconsciously adopt the leaders’ expressive behaviours. The

emotional expressions of the leader are a source of information about the leader which would be used to form judgements and beliefs about her. The followers keenly observe the expressions of the leader, her non-verbal behavior and vocal cues, both positive and negative, which in turn impacts the likeability of the leader. Hence leaders have to be cautious of their expressions if they have to maintain good relations with their followers. There are four processes via which the emotional expressions of a leader impact the affective state of the followers. They include: “(1) an unconscious, reflexive response, (2) a conditioned, schematic response, (3) conceptual-level processing and (4) emotional contagion” (p.16). It can be concluded reasonably that the leaders’ expressions provoke affective responses among the followers, whichever be the processes at work at any point of time (Sherony, 2002).

Leaders need to be knowledgeable about their emotional expressions. Leader’s expressions perceived by the followers are strongly related to the followers’ trust in the leaders. Leaders’ expressions of emotions like pride are connected with lesser perceived kindness of the leader. On the other hand, expressions of gratitude are related to higher perceived kindness of the leader. Hence the expressions of the leader influence her trustworthiness which includes integrity, benevolence and ability (Ritzenhöfer et al., 2017). Leader’s expressions of gratitude lead to greater job satisfaction and lesser turnover intentions among the followers, whereas, leader’s expressions of pride result in lower job satisfaction and higher turnover intentions. The leader’s expressions of emotions are signs of outcome attributions and hence expressions could be used to build good relationships between the leader and the followers (Ritzenhöfer et al., 2019). Leaders who express positive emotions are more effective when compared to the leaders who express negative emotions (Eberly, 2011).

Another aspect of expressions is the facial expressions. Facial expressions of the leader play a key role in emotionally influencing the followers. Even, micro-expressions which last for less

than a second used mostly during speeches do influence the emotional response of the followers. Though the micro-expressions are short-lived, sparse and ambiguous independently, they significantly influence the followers' response though the followers are unaware of their presence. Thus expressions are crucial in delivering emotional content. Effective leaders are those who have the ability to express a wide range of emotions as they could gain empathy and support from their followers via communication. Therefore, communication of the leader either through the television, social media or face-to-face is important for encouraging the followers (Stewart et al., 2009).

Outward move is about how the leader behaves. Leader's behavior is the result of experiencing all the five energies of historical consciousness, futuristic vision, authority, affective maturity and attitude. Leader's behavior is whatever the leader does in order to fulfil her position or execute her role (Russell, 2006). The leader's behavior plays an important role in influencing the confidence perception, collective and self-efficacy perception and the perception of leader effectiveness in the work environment which in turn impacts the organizational performance via the behavior of participative management and performance feedback (Brooks, 2010). The leader who constantly interacts with her subordinates is capable of effecting their performance, feelings and day-to-day perceptions, and thereby affecting the creativity of their job via her behavior. Hence the creativity of the work environment is influenced by the leader's everyday behaviors like supporting the subordinates and their job by observing their growth fairly and efficiently, discussing important decisions with them, giving them emotionally support and appreciating them for their good work (Amabile et al., 2004). Leadership behaviors have a direct influence on the organizational outcome. Leaders choose from a variety of behaviors and even behave in complex paradoxical ways so that the desired outcomes could be achieved (Lynch, 2000).

The leader's behavior could be categorized into three independent dimensions namely: task behavior, change behavior and relations behavior. The main objectives of task behavior are high dependability on services, operations and products and high efficiency in utilising personnel and resources. The main objectives of change behavior are adjustment to external changes and innovative enhancements in services, processes or products. The main objectives of relations behavior are enhanced mutual collaboration and trust and strong dedication to the organization and its mission. Task behavior of the leader includes monitoring performance and operations, clarifying the expectations of the role and objectives of the task and planning activities for the short-term. Change behavior of the leader includes motivating innovative thinking, proposing innovative strategies, observing the external environment and taking appropriate risks in order to bring about changes. Relations behavior of the leader are supporting, developing skills and confidence, empowering the followers, consulting during decision making and recognizing achievements. All the behaviors are equally important for effective leadership and depending on the situation, each behavior becomes relevant (Yukl et al., 2002).

Going by the famous saying, "Actions speak louder than words," a leader's actions are one of the important dimensions of the outward move. Actions showcase the inner energies of historical consciousness, futuristic vision, authority, affective maturity and attitude. The way the leader acts is very crucial as what great leaders do is recorded in history. The leaders' actions need to be creative and innovative. "Innovative leadership means introducing something new like an idea, method, technique, process, product, service or discovery to solve current problems and satisfy people's needs at the present and in the future. Innovative leaders can solve current problems with a focus on the future. Innovative leaders have several qualities in common, such as leadership knowledge, skills, values, and talents to recognize

the danger of the current problems and anticipate their negative impacts on the future. They are visionary and committed to increasing peoples' economic, political, and social well-being and protect the environment and the planet, for creating a just society” (Şen and Eren, 2012, p.1).

Leader's action is defined as “the translation of self-knowledge into specific activities that can help enhance leadership capabilities” (p.1) Action plans are important for leaders in order to achieve goals. Action plans could be implemented in three different ways namely, vision focus, goal focus and process focus. In vision focus, the action plan is not very extensive and is just the initial steps which eventually evolve with the vision. In goal focus, the action plan is very specific in order to achieve the desired goal. Process focus involves an action plan which is ongoing (Young and Dixon, 1996). Jassawalla and Sashittal (2000) formulated theories of action depending on the objective. When the objective is to ensure commitment, the leader's action should be to ensure that the employees equally commit to the inputs and at the same time, share the responsibility for the results equally, thereby generating the notion of interdependence. If the objective is to build information intensive environments, the leader's action would be to encourage the exchange of high levels of information in order to develop integrative thinking. When the objective is to play facilitator then the leader should only coach and empower the employees. If the objective is to focus on human interaction, then the leader's action should be to ensure that the employees are equipped with not only technical expertise but also skilled at human interaction. When the objective is to focus on learning, then the leader's action is to maintain a work environment conducive of learning which is important for developing flexibility and creativity.

Actions as small as micro-actions which last for less than merely five seconds play an important role in developing new leadership skills as they serve as a break in habitual

routines. Micro-actions once practiced get merged with the leader's work style, team, project, history, culture, personality and relationship. Examples of micro-actions are smiling in order to be a more optimistic leader, asking questions instead of merely stating so that communication could be improved, greeting peers to be a more inclusive leader and waiting before answering for improved listening (Yeganeh and Good, 2012).

A leader who is conscious about the past history of the organization, by the backward move, moves forward with a futuristic vision, has the authority to influence and the affective maturity to handle emotions, has the right attitude and is hence productive with the right expressions, behavior and creative action, then the leader will face limitations while producing. She needs to transcend beyond the limitations in order to rise as a competent leader.

According to the Cambridge dictionary, transcend means to go further, rise above or be more important or better than something, especially a limit. A leader faces different kinds of limitations which lead to irrational behavior and prevent her from choosing optimal solutions. A leader faces political, cultural, ethical, knowledge, emotional, motivational and informational limitations. Political limitations are those involving power play and company politics. Ethical limitations prevent the leader from behaving ethically. Cultural limitations are the challenges related to the organizational culture. Emotional limitations are those involving the leader's emotions which intervene in sound decision making. Motivational limitations are limitations which interfere in the leader's motivation to perform. Informational limitations are the constraints related to the process of information collection in the work environment. Knowledge limitations are the challenges associated with leadership knowledge and competencies which could be understood by self-analysis (Korzynski, 2014).

Transcendence is a freedom to stand up beyond internal limitations and external inhibitions.

It is also a freedom of choice and a freedom to live authentically. The ability to transcend is in-built in our spiritual nature. Transcendent leadership is defined as “a leadership of wholeness, consciousness, simple wisdom, service above self, and global healing” (p.243). Being of service to others and trust are the foundations of transcendent leadership (Gardiner and Walker, 2009).

The president of Egypt, Anwar Sadat, was a transcendent leader who modeled integrity and courage. Sadat became a very well-known president dedicated to the Arab cause as he swore that even one inch of Arab soil would not be given to Israel. He realized in solitary confinement that if one does not change one’s thought process, one will never be able to grow, as reality can never be altered. He therefore changed his thought process as a transcendent leader and went to Knesset in Jerusalem to commence the peace process. He transformed human history by modeling the integrity and courage of transcendent leadership and then like most transcendent leaders he gave his life for doing the right thing just to his conscience. Other transcendent leaders who also modeled courage and integrity of transcendent leadership are Bill Gates, Melinda Gates and Warren Buffet. They used their wealth to take on the cause of health care of the world’s poor. Billionaires who practice what they preach have formed the world’s biggest nonprofit foundation by pooling in their wealth to take care of global health. Bill Gates, as a person of integrity and conviction, would be resigning his post as the head of Microsoft in order to organize the foundation. Warren Buffet sets an example for the upcoming transcendent billionaires by donating his wealth to another’s foundation for healing the poor. He also modeled courage and integrity. Melinda Gates helped to collect and distribute the acquired resources in an efficient and effective manner in order to leverage donating to new standards and thus modeled the compassion of transcendent leadership (Gardiner and Walker, 2009).

A leader should not be stuck with failures. She should move beyond obstacles, boundaries and limitations. Failures should be viewed as time to learn and as an invitation to grow.

Failure is a grace given by God as its God's call to grow. Godliness is in how you overcome failures. Successful leaders are those who have not avoided hardships but those who have taken the cross and resurrected. They have experienced failures and moved beyond imperfections by using the imperfections to reach perfection. They see goodness in failure. The dynamism of reaching perfection, knowing that you are imperfect is transcendence. Leaders who transcend are godly and they have a grand strategy. They are more worried about the world than about oneself as they look at the bigger picture.

The movement of transcendence is all about going beyond. For the leader to transcend, she should extend boundaries and look for infinite possibilities "Transcendence is a way of framing the host of challenges that leaders face at the levels of self, relationships, and context" (p.90). With respect to the level of self, leaders are challenged to transcend the propensities of narcissism, power and self-centeredness. With respect to the relationships between the leader and the follower, leaders are called to transcend the propensities of projection and transference that disturb the relations. With respect to context, leaders are challenged to transcend the unpredictable dimensions of reality and see it from system-oriented, intuitive and adaptive viewpoints (San Juan, 2007). Breakthrough leaders seek transcendence. They transcend above the travails and trials of life. The pursuit for transcendence may take any form like philosophy, science, spirituality, space exploration, religion, devotion to career, etc. Victims of hazardous accidents and other disasters transcend their sorrow by seeking meaning in those experiences and using that to enrich their life and that of others. When leaders have a better purpose in life they can rise above all odds.

Breakthrough leaders use every moment to examine new opportunities for themselves and for

the organization, live with a purpose, have beliefs, and have a sense of belonging which improves the well-being and the health of the body and the mind. They are obliged to contribute, to receive and also repay. Breakthrough leadership is important for revealing the need for belonging, believing, transcending and contributing specially during difficult times (Baker, 2001). Leaders of self-transcendence generate innovative ideas, motivate their subordinates and build a moral work space with high standards. Self-transcendence surpasses boundaries and focuses on values and meanings. Self-transcendent leaders have higher understanding, tolerance level, democracy, attentiveness, morality and equality. They strive to reduce dishonesty and corruption, increase the flow of information and ensure effective execution of decisions. They are encouraged from within and strive to meet the needs of customers (Vanagas and Adomas, 2014).

Leaders can transcend limitations and organizational paradoxes by gaining the trust of both superiors and subordinates, by earning and giving respect, by communicating and listening across all levels of management, by being self-confident and take risks, by being occupied in daily activities in order to know the subordinates well and by being passionate about their work (Carter, 2007). Leaders need to incorporate transcendence into the mission and vision statements, as they are the core of the organization and strategies evolve based on them. By this, the leader adds limitlessness to the existence of the firm and hence the firm becomes powerful beyond means. The firm will become more robust with motivated employees and a more accepting client base. The firm will earn a competitive advantage against competitors. Firm transcendence will also encourage employees to go beyond limitations and hence develop high quality outputs. Transcendence encourages limitless learning (Barron and Chou, 2017).

“Detachment is essentially the process of removing one’s inordinate attachments (affections and related emotions) to temporal and sensory experiences that hinder a person’s ability to love and unite one’s will with God above all else” (Howard et al.,2000,p.310).

A leader who is now conscious about the organization’s history by moving backward, has a futuristic vision, influences via authority, manages emotion through the affective maturity, has the right attitude, is productive and also transcends limitations needs to be grounded and humble so that she feels responsible towards the environment. A leader must be on the ground, earthly and pragmatic. Being pragmatic implies that the leader should stand shoulder to shoulder to her people.

In Eastern cultures, humility means “modesty, and not conceited” (Li et al., 2016). In literal terms, the phrase “humble leadership” means “leading from the ground” or “bottom-up leadership” (Owens and Hekman, 2012). The virtue of humility is essential for an effective leader. Expressed humility is more workable and easier to develop when compared to the stable attribute of humility. Leaders with humility take that extra effort to lower their status and view the hierarchy in a bottom-up approach. Humble leaders are efficient in reducing the turnover intent of followers. When the leaders lead with a humble approach and behave humbly in their interactions, they encourage the followers better and also accomplish better job performance. When the humble leader is perceived by the followers as an expert and the leader also gives effective assistance to the followers during difficult times, the dedication and commitment of the followers will be enhanced (Li et al., 2016). Humble leaders regulate emotions well and also manage the negative emotions like anger and stress. Humble leaders have very high moral values, charisma and courage. They act as role models teaching their followers how to grow (Owens and Hekman, 2012). A humble leader feels responsible and

makes herself useful to the surroundings, to the people and to the society. A humble leader is responsible to the organization.

Humility is not exactly the opposite of pride. Comprehending the true value of one's contribution is humility. Humility nurtures trust in relationships and people would want to follow leaders only who they can trust. Trust would play a very important role at times of crises and protect the organization from brand damage. Humility is contagious and the employees would want to follow the humble leader and accept weaknesses and appreciate others like the leader. Hence the advantages of humility spread through the organization.

Humility also motivates creativity and innovation as the humble leader is always receptive to new ideas (Coops, 2017). The expression of humility by the leader is a practical way of enhancing the followers' creative engagement (Yuan et al., 2018). Humble leaders positively influence the innovative ability of the employees. They create an inclusive learning environment within the organization by having an open mind towards advice and new knowledge and high risk tolerance thereby providing the employees the autonomy required to work innovatively. Humble leadership triggers the intrinsic motivation of employees and influences the formation of the followership of the subordinates (Zhou and Wu, 2018).

Humble leaders also enable their employees to be proactive at work by giving them psychological freedom, empowerment, motivation and recognition of their contribution to the organization which gives the employees a sense of meaning in their work. These leaders bravely give up a part of their power so that their employees have the freedom to decide within the dimension of their job profile. This freedom motivates the employees to initiate tasks with determination (Chen et al., 2018). The power experienced by the employees because of the leader's humility enables them to speak up as they know that their leader would give attention to their voice and also endorse the same (Lin et al., 2019). Leader's

humility makes the followers realize how much they contribute towards the productivity of the organization and how valuable their work is. The humility also increases the competence of the followers as the leader's praise acts as an acknowledgement of their ability to achieve higher performance levels (Beal, 2017).

Humble leaders are more like good parents. They readily admit their vulnerabilities and enhance the mutual trust. They are encouraging, appreciative, and non-judgemental, all of which helps to develop self-esteem and self-confidence. Like parents, they also help their followers have self-realization so that they can see themselves well. They are the best role-models to look up to and be inspired, just like good parents. Humble leaders act as caregivers in the organizational environment. The humble leaders always motivate their followers to open up about their apprehensions and doubts and are always receptive to criticisms which in turn build a deep sense of security among the followers. The followers feel very secure under a humble leader, develop a "can do" attitude during difficult situations in the work space, and feel safe to open up or attempt a new approach (Bharanitharan et al., 2018). Owens and Hekman (2012) proposed several behavioral patterns of humble leaders. The behavioral patterns include: showcasing and appreciating the contributions and strengths of the followers, acknowledgement of mistakes and limitations and receptive of the followers' inputs, queries and advice. The behavior of the humble leaders led to several outcomes like, development of loyalty and trust, being more of the self as humility gives the psychological freedom to accept limitations and weaknesses, increased engagement and responsibility of the followers and improvement of adaptability as humility welcomes constructive criticisms.

Most of the great leaders are humble. Brad Anderson, CEO of Best Buy, said: "Our customers are kings and queens, our employees are royalty, and headquarters employees are servant leaders." Jim Quinn, president of Tiffany & Company, said: "There is only one star

here, and it is Tiffany.” Phil Tomlinson, CEO of TSYS, said: “Leaders serve employees, and employees serve clients.” These humble leaders obeyed simple principles like leading by example, taking care of their people, always staying close to the customers and employees and doing what is right always. Humble leaders are passionate about working intricately into the fine details of the business. They are anxious only about hubris, complacency and arrogance, not about competition or globalization. They always want the attention to be on their company and not on themselves. They give credit to their staff (Hess, 2007). In order to be a humble leader, one should learn to share the blame and appreciate the contributions of others, should admit the faults made which results in supportive behavior and better performance, should continuously request for constructive criticisms, should welcome diversity in the team and act respectfully towards them and should lead by example (Coops, 2017).

The review of existing literature has shown ample proof of the existence of eight strategic moves and energies of a business leader which to a greater extent determines his / her leadership competence. However, there is lack studies on the impact on these moves and energies on the performance of organisation in general and technology innovation in particular. Further, the impact of these moves and energies on leader attractiveness is not empirical established so far.

Chapter 3: Methodology

3.1 Research Questions

What is the employees' perception of the strategic moves and energies of business leaders?

What is the impact of the strategic moves and energies on the leader attractiveness?

What is the impact of the strategic moves and energies on the technology innovation of an organisation?

What is the mediating role of leader attractiveness on the technology innovation of an organisation?

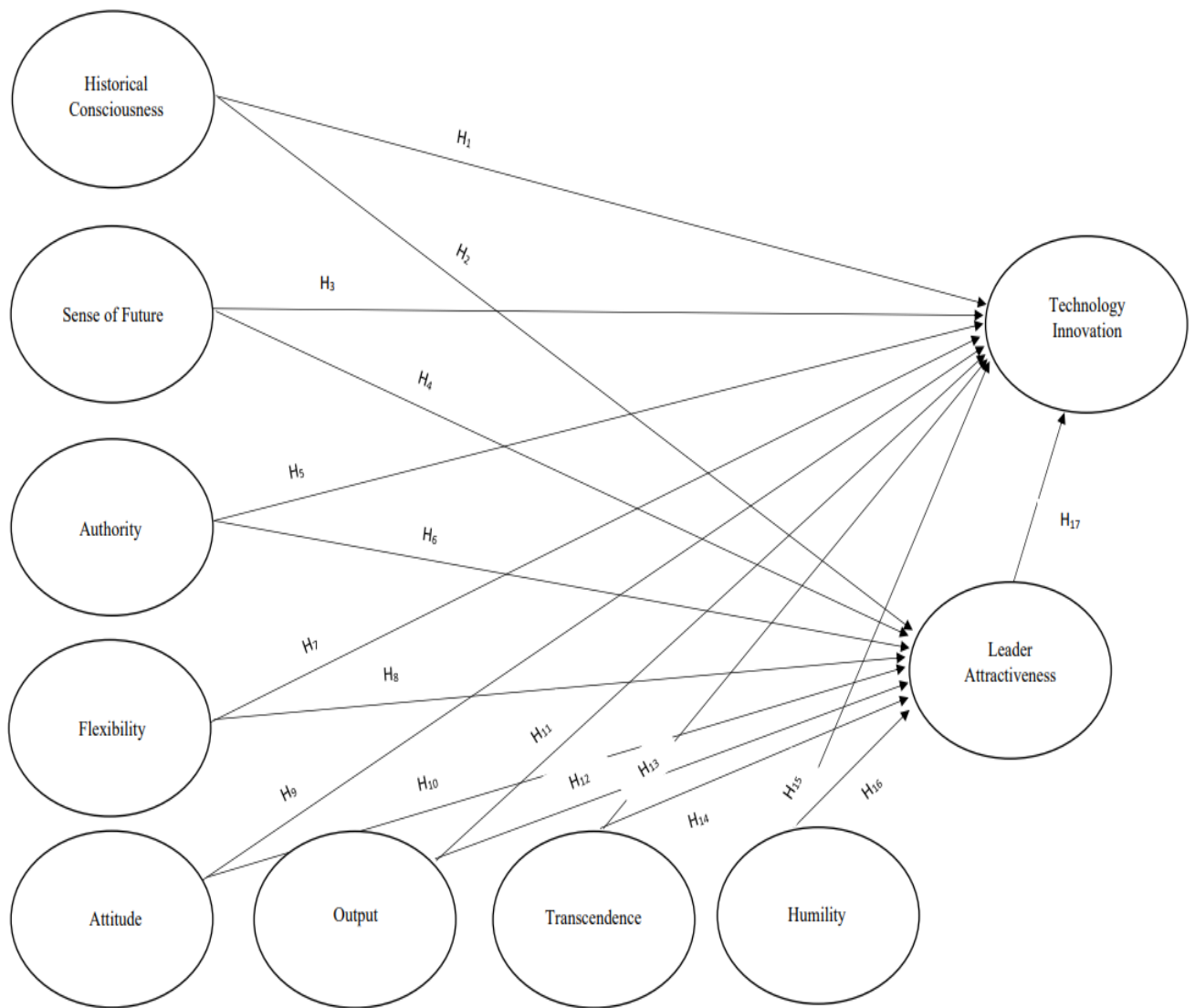
3.2 Research Design

3.2.1 Theoretical Framework

It has been identified in the literature review that there are eight moves and energies that determines the competence of a business leader and the success of the organisation he/she leads to a great extent. The eight moves and energies are: backward move - energy of historical consciousness, forward move - energy of sense of future, rightward move - energy of authority, leftward move - energy of flexibility, inward move - energy of attitude, outward move - energy of output, upward move - energy of transcendence and downward move - energy of humility. *Curran & Loganbill (1983)* finds out that the employee perception of leader's competence has a significant impact on the leader's attractiveness. Further, the upper echelons theory states that "strategic leadership will have a significant impact on organisational outcomes in general and innovation in particular" (*Hambrick & Mason, 1984; Carpenter, Geletkanycz & Sanders, 2004*).

Based on the above literature the following theoretical framework (figure 1) has been developed for the study.

Figure 3.1 - Theoretical Framework of the Study



Control Variables: Firm Size, R&D Investment, Technology Adoption (*Kurzahls, Graf-Vlachy & Konig, 2020*)

3.2.2 Variables Definition

Historical Consciousness: The backward move of a business leader, which gives the energy of historical consciousness that instructs what should and should not be done.

Sense of Future: The forward move of a business leader, which gives the energy of sense of future that enable the formulation of vision and mission for the organisation.

Authority: The rightward move of a business leader, which gives the energy of authority that enables the way one uses their powers.

Flexibility: The leftward move of a business leader, which gives the energy of flexibility that provides the capacity to adapt to new changes.

Attitude: The inward move of a business leader, which gives the energy of attitude that guides actions and behaviour.

Output: The outward move of a business leader, which gives the energy of output that expresses the ways in which historical consciousness, futuristic sense, power, love and attitude are used to produce results.

Transcendence: The upward move of a business leader, which gives the energy of transcendence that enables one to go beyond selfish interests and embrace the interests of the organisation.

Humility: The downward move of a business leader, which gives the energy of humility that enables one to be practical and relevant to the context (people and place).

Leader Attractiveness: The willingness of the employees to follow a business leader's vision and mission.

Technology Innovation: Discontinuous technological breakthroughs and incremental progress which changes the ways in which value is created and captured in the industry.

3.2.3 Hypotheses of the Study

H₁ – Historical Consciousness of a business leader has a significant influence on technology innovation of his/her organisation

H₂ – Historical Consciousness of a business leader has a significant influence on leader attractiveness among employees

H₃ – Sense of Future of a business leader has a significant influence on technology innovation of his/her organisation

H₄ – Sense of Future of a business leader has a significant influence on leader attractiveness among employees

H₅ – Authority of a business leader has a significant influence on technology innovation of his/her organisation

H₆ – Authority of a business leader has a significant influence on leader attractiveness among employees

H₇ – Flexibility of a business leader has a significant influence on technology innovation of his/her organisation

H₈ – Flexibility of a business leader has a significant influence on leader attractiveness among employees

H₉ – Attitude of a business leader has a significant influence on technology innovation of his/her organisation

H₁₀ – Attitude of a business leader has a significant influence on leader attractiveness among employees

H₁₁ – Output of a business leader has a significant influence on technology innovation of his/her organisation

H₁₂ – Output of a business leader has a significant influence on leader attractiveness among employees

H₁₃ – Transcendence of a business leader has a significant influence on technology innovation of his/her organisation

H₁₄ – Transcendence of a business leader has a significant influence on leader attractiveness among employees

H₁₅ – Humility of a business leader has a significant influence on technology innovation of his/her organisation

H₁₆ – Humility of a business leader has a significant influence on leader attractiveness among employees

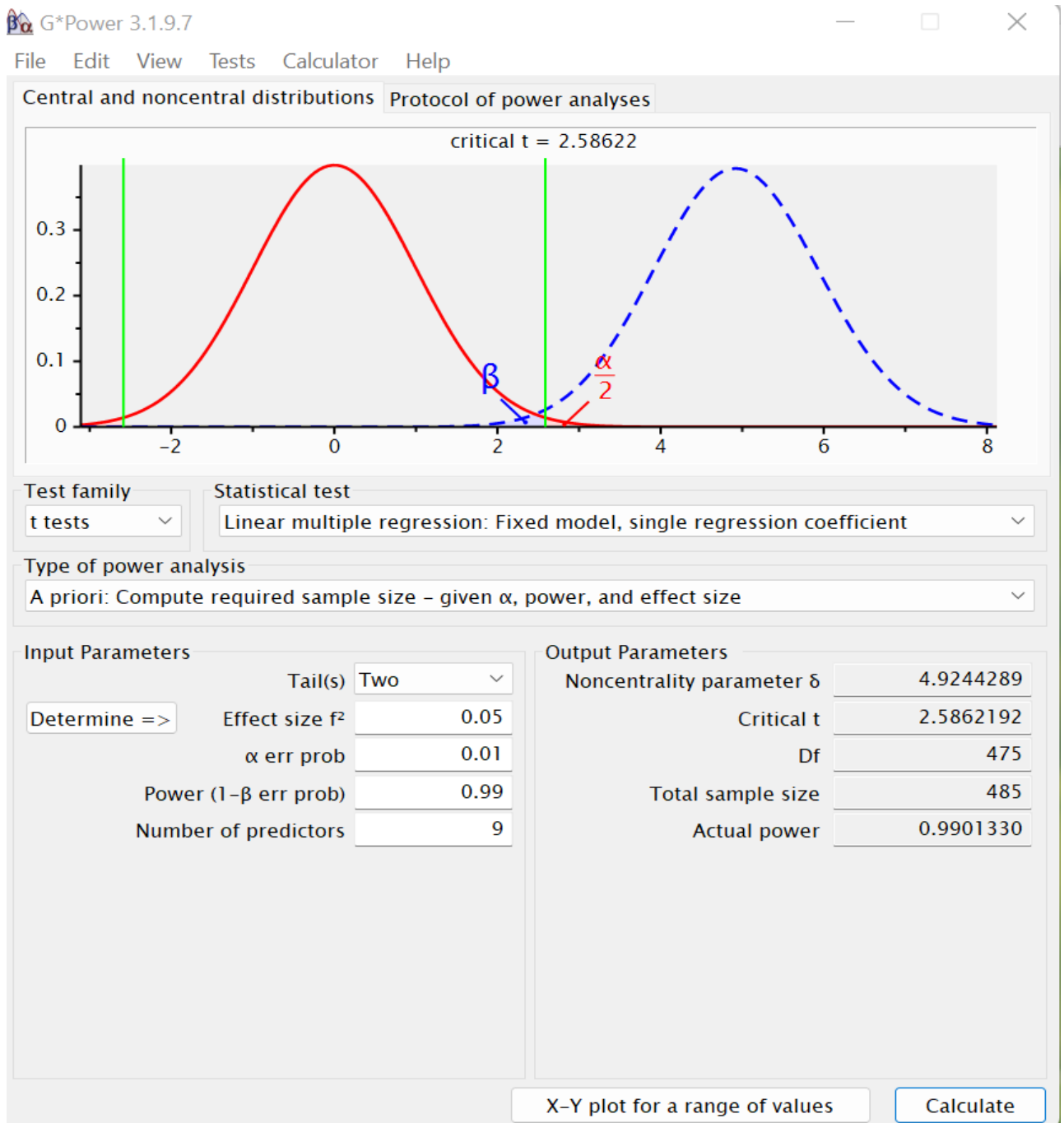
H₁₇ – Leader Attractiveness has a significant influence on technology innovation of his/her organisation

3.2.4 Sample Size

G* Power software has been used to compute the required sample size needed for the proposed research model and the results of the software are shown in Figure - 2.

As the required sample size is 485, to ensure statistical accuracy of the model and to reduce Type I and II errors, I propose a sample size of 600. I believe the increased sample size will ensure the robustness of the results.

Figure – 3.2: Minimum Sample Size



3.2.5 Sampling Technique

Snowball and Convenience sampling techniques will be used for the study as it will be difficult to get honest responses from employees about the capacity and attractiveness of their bosses.

3.2.6 Data

The study is mainly based on primary data. The opinions of the respondents will be collected using a well-structured and pre-tested questionnaire.

3.3 Measurement Scale

The theoretical model proposed for the study consist of 10 constructs. A 7-point rating scale is used to measure the opinion of the respondents with respect to the study constructs. The measurement scale developed on the basis of prior studies are summarized in Table 3.1.

Table 3.1: Constructs and Indicators of the Study

Construct	Indicator		Reference
	<i>(From 1 - strongly disagree to 7 - strongly agree)</i>		
Technology Innovation	TI01	Our customers appreciate the technology innovation capability of our organisation	Turker (2012)
	TI02	Our suppliers appreciate the technology innovation capability of our organisation	
	TI03	Our partners appreciate the technology innovation capability of our organisation	
	TI04	Our competitors appreciate the technology innovation capability of our organisation	
	TI05	Society appreciate the technology innovation capability of our organisation	
	LA01	Our organisation leader is trustworthy	

Leader Attractiveness	LA02	Our organisation leader is an expert in our line of business	Curran & Loganbill (1983)
	LA03	Our organisation leader is a visionary	(1983)
Historical Consciousness	HC01	Our leader approaches solutions to organisation problems based on ideology	Schieder (1978);
	HC02	Our leader has the ability to see current event with the eyes of future generation	Kieser (1994)
	HC03	Our leader is aware of the culture-specific historical development of the organisation	
Sense of Future	SF01	The vision of our leader is known to all in the organisation	Stoner-Zemel (1988);
	SF02	The vision of our leader is attainable	Taylor et al. (2014)
	SF03	The vision of our leader is appealing	
Authority	AU01	Our leader has the power to influence change	French & Raven (1959);
	AU02	Our leader is a persuasive communicator	
	AU03	Our leader is highly admired by the employees in our organisation	Anderson (1989)
Flexibility	FL01	Our leader is emotionally mature and balanced	George (2000);
	FL02	Our leader is a dynamic	
	FL03	Our leader is flexible	McClellan et al. (2017)
Attitude	AT01	Our leader is non-manipulative of his followers	Maric & Ferian
	AT02	Our leader is authentic in his words and action	

	AT03	Our leader trusts us	(2010); Hyderson (2015)
Output	OT01	Our leader goals are measurable	Womack (2014)
	OT02	Our leader goals are achievable	
	OT03	Our leader goals are crucial to the success of our organisation's mission	
Transcendence	T01	Our leader will not get stuck with failures	Korzynski (2014);
	T02	Our leader has the capacity to transand obstacles	
	T03	Our leader is capable of handling crisis and conflicts effectively	Gardiner & Walker (2009)
Humility	H01	Our leader is humble	Yuan et al. (2018); Zhou
	H02	Our leader gives us enough psychological freedom	
	H03	Our leader is open minded	& Wu (2018)

3.4 Data Analysis

“Web Power Software” was used to assess “Mardia’s multivariate skewness and kurtosis” in order to analyse the normalcy of the data gathered (Cain et al., 2017). The analysis results are displayed in Figure 3.3. The data do not exhibit multivariate normalcy, as can be observed from the image where the p-values for skewness and kurtosis were both less than 0.5. PLS-SEM is regarded as an appropriate method for the study in such a case when the data lack normality and distributional concerns are significant (Hari et al., 2019). Consequently, PLS-

SEM has been carried out utilising SMART PLS software in order to evaluate the study's structural model.

Figure 3.3: Normality of the Data

Output of skewness and kurtosis calculation

```

Sample size: 600
Number of variables: 35

Univariate skewness and kurtosis

```

	Skewness	SE_skew	Z_skew	Kurtosis	SE_kurt	Z_kurt
V1	0.000	0.1	-0.001	-0.215	0.199	-1.079
V2	-0.351	0.1	-3.521	-0.852	0.199	-4.278
V3	-0.345	0.1	-3.460	-0.783	0.199	-3.929
V4	-0.084	0.1	-0.839	-0.571	0.199	-2.865
V5	-0.298	0.1	-2.989	-0.718	0.199	-3.603
V6	-0.260	0.1	-2.609	-0.587	0.199	-2.948
V7	-0.417	0.1	-4.179	-0.444	0.199	-2.227
V8	-0.449	0.1	-4.506	-0.238	0.199	-1.194
V9	-0.247	0.1	-2.479	0.160	0.199	0.801
V10	-0.470	0.1	-4.716	-0.306	0.199	-1.539
V11	-0.392	0.1	-3.926	-0.409	0.199	-2.056
V12	-0.348	0.1	-3.487	-0.471	0.199	-2.364
V13	-0.157	0.1	-1.572	-0.511	0.199	-2.563
V14	-0.320	0.1	-3.212	-0.581	0.199	-2.919
V15	-0.184	0.1	-1.844	-0.491	0.199	-2.464
V16	-0.168	0.1	-1.682	-0.226	0.199	-1.133
V17	-0.440	0.1	-4.409	-0.534	0.199	-2.680
V18	-0.309	0.1	-3.101	0.249	0.199	1.251
V19	-0.351	0.1	-3.519	-0.674	0.199	-3.382
V20	-0.272	0.1	-2.729	-0.621	0.199	-3.118
V21	0.045	0.1	0.448	-0.749	0.199	-3.759
V22	-0.311	0.1	-3.122	-0.347	0.199	-1.743
V23	-0.264	0.1	-2.645	-0.569	0.199	-2.857
V24	0.128	0.1	1.280	-0.354	0.199	-1.778
V25	-0.310	0.1	-3.111	0.268	0.199	1.345
V26	-0.175	0.1	-1.752	-0.498	0.199	-2.499
V27	-0.147	0.1	-1.473	-0.554	0.199	-2.782
V28	-0.481	0.1	-4.820	-0.074	0.199	-0.371
V29	-0.168	0.1	-1.683	0.334	0.199	1.675
V30	-0.425	0.1	-4.257	-0.214	0.199	-1.075
V31	-0.486	0.1	-4.876	0.323	0.199	1.620
V32	-0.204	0.1	-2.045	-0.337	0.199	-1.690
V33	0.807	0.1	8.089	-1.353	0.199	-6.795
V34	-0.263	0.1	-2.635	-1.937	0.199	-9.727
V35	-1.843	0.1	-18.473	1.400	0.199	7.029

```

Mardia's multivariate skewness and kurtosis

```

	b	z	p-value
Skewness	199.2993	19929.93169	0
Kurtosis	1506.7395	50.95627	0

Unit 4: Results & Analysis

This unit presents the results and analyses them to achieve the objectives of the study. The unit is divided into two parts: part 1 deals with the interpretation of descriptive statistics, and part 2 deals with PLS-SEM results.

4.1 Descriptive Analysis

4.1.1 Demographic Profile

The demographics of the respondents have been presented in Table 4.1.1, along with the control variables of the theoretical model of the study.

Table 4.1.1: Demographics

Particulars		Frequency	Percentage
Place	Chennai	198	33%
	Hyderabad	166	27.67%
	Bangalore	118	19.67%
	Delhi	56	9.33%
	Mumbai	62	10.33%
Industry	Manufacturing	111	18.5%
	Financial Services	156	26%
	Information Technology	136	22.67%
	Telecommunication	146	24.33%
	Other	51	8.5%

Firm Size	Less than 100 employees	412	68.67%
	More than 100 employees	188	31.33%
R&D Investment	In-significant Investment	261	43.5%
	Significant Investment	339	56.5%
Technology Adoption	Quick	97	16.17%
	Slow	503	83.83%

n = 600

Source: Primary Data

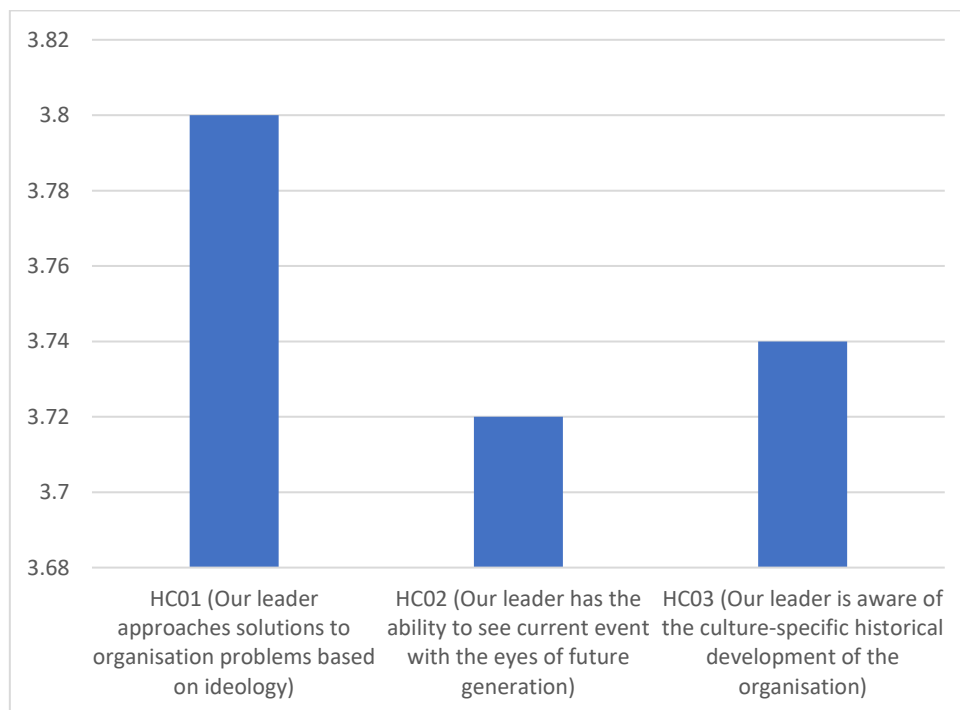
The study has been conducted with respondents residing in five of the major Indian cities – Chennai (33%), Hyderabad (27.67%), Bangalore (19.67%), Delhi (9.33%), and Mumbai (10.33%). Most of the respondents belong to four major industries – manufacturing (18.5%), financial services (26%), information technology (22.67%), and telecommunication (24.33%); the remaining 8.5% of the respondents are working in education, power, brokerage etc., collectively named as other industries.

With respect to firm size, 68.67% of the respondents are working in organisations with less than 100 employees (coded as 0 in SEM analysis), and 31.33% of them are working in organisations with more than 100 employees (coded as 1 in SEM analysis). 56.5% of the respondents state that their firm is making a significant investment in R&D (coded as 1 in SEM) and the remaining 43.5% of them state that their firm is not making a significant investment in R&D (coded as 0 in SEM). While answering the phase with which their organisation is adopting new technologies, only 16.17% of the respondents state that their firm is quick in adopting new technology (coded as 0 in SEM) and the rest 83.85% of them state that their firm is slow in adopting new technology (coded as 1 in SEM).

4.1.2 Historical Consciousness

The historical consciousness construct measures employee perception of the backward movement of a business leader, which gives the energy of historical consciousness that instructs what should and should not be done. The construct is measured using three variables (HC01, HC02, and HC03). The mean value of each of these variables is shown in Figure 4.1.1, and the detailed descriptive values are in Table 4.1.2.

Figure 4.1.1: Historical Consciousness of Leaders – Mean Values



It can be seen in the Table and Figure that only 1/3rd of the respondents, on average, agree with the statements asserting the historical consciousness of their leaders. Another 1/3rd of the respondents are neutral with respect to these statements. This shows that employees perceive that their leader's decisions are not mostly based on ideology and don't match the culture of the organisation

Table 4.1.2: Historical Consciousness of Leaders

Particulars	HC01 <i>(Our leader approaches solutions to organisation problems based on ideology)</i>	HC02 <i>(Our leader has the ability to see the current event with the eyes of future generations)</i>	HC03 <i>(Our leader is aware of the culture-specific historical development of the organisation)</i>
SDG	45 (7.5)	21 (3.5)	44 (7.3)
DG	84 (14)	105 (17.5)	110 (18.3)
SWD	74 (12.3)	115 (19.2)	66 (11)
NAND	238 (39.7)	155 (25.8)	159 (26.5)
SWA	91 (15.2)	190 (31.7)	190 (31.7)
AG	40 (6.7)	13 (2.2)	24 (4)
SAG	28 (4.7)	1 (0.2)	7 (1.2)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

Note: Percentages of the sum are shown in the numbers in parentheses.

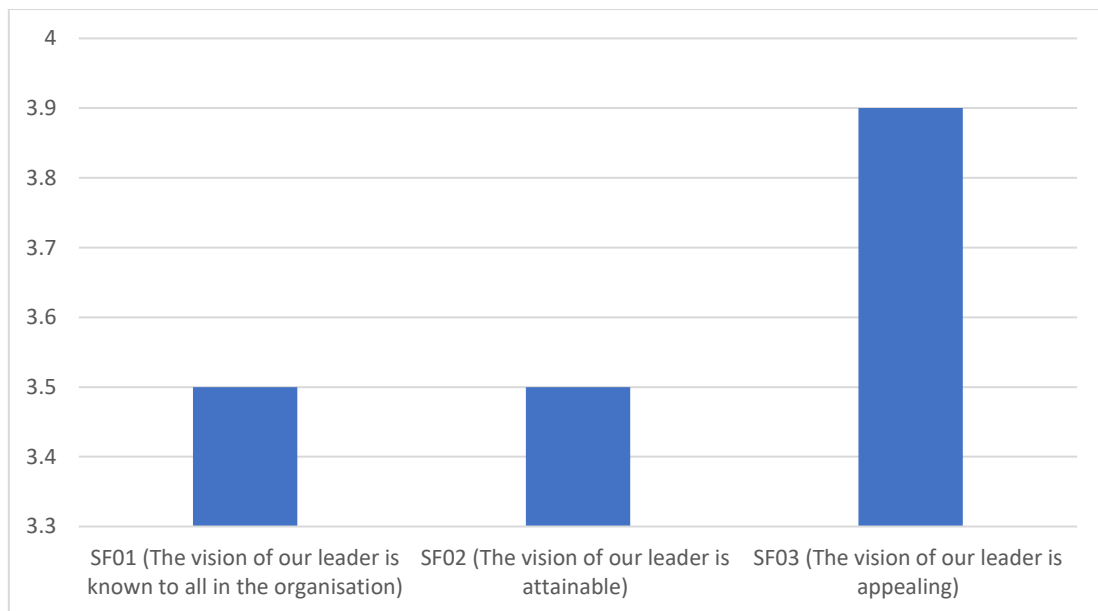
SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”;

SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.3 Sense of Future

The sense of future construct measures the opinion of the respondents with respect to the forward movement of their business leader, which gives the energy of the sense of future that enables the formulation of the vision and mission for the organisation. The construct is measured using three variables (SF01, SF02, and SF03). The mean value of each of these variables is shown in Figure 4.1.2, and the detailed descriptive values of these variables can be seen in Table 4.1.3.

Figure 4.1.2: Sense of Future of Leaders – Mean Values



It can be seen from the table and figure, that only 1/4th of the respondents, on average, agree with the statements asserting the sense of future capability of their leaders. The majority of the respondents (more than 40%, on average) disagree with the statements asserting the forward movement of their leaders. This is not a good thing for the organisations as the employees must be aligned with the vision of the business leaders and it is the responsibility of the leader to build a team that is aligned with his vision.

Table 4.1.3: Sense of Future of Leaders

Particulars	SF01 <i>(The vision of our leader is known to all in the organisation)</i>	SF02 <i>(The vision of our leader is attainable)</i>	SF03 <i>(The vision of our leader is appealing)</i>
SDG	54 (9)	41 (6.8)	37 (6.2)
DG	101 (16.8)	111 (18.5)	94 (21.8)
SWD	121 (20.2)	109 (18.2)	138 (23)
NAND	167 (27.8)	197 (32.8)	175 (29.2)
SWA	132 (22)	133 (22.2)	145 (24.2)
AG	16 (2.7)	7 (1.2)	8 (1.3)
SAG	9 (1.5)	2 (1.3)	3 (0.5)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

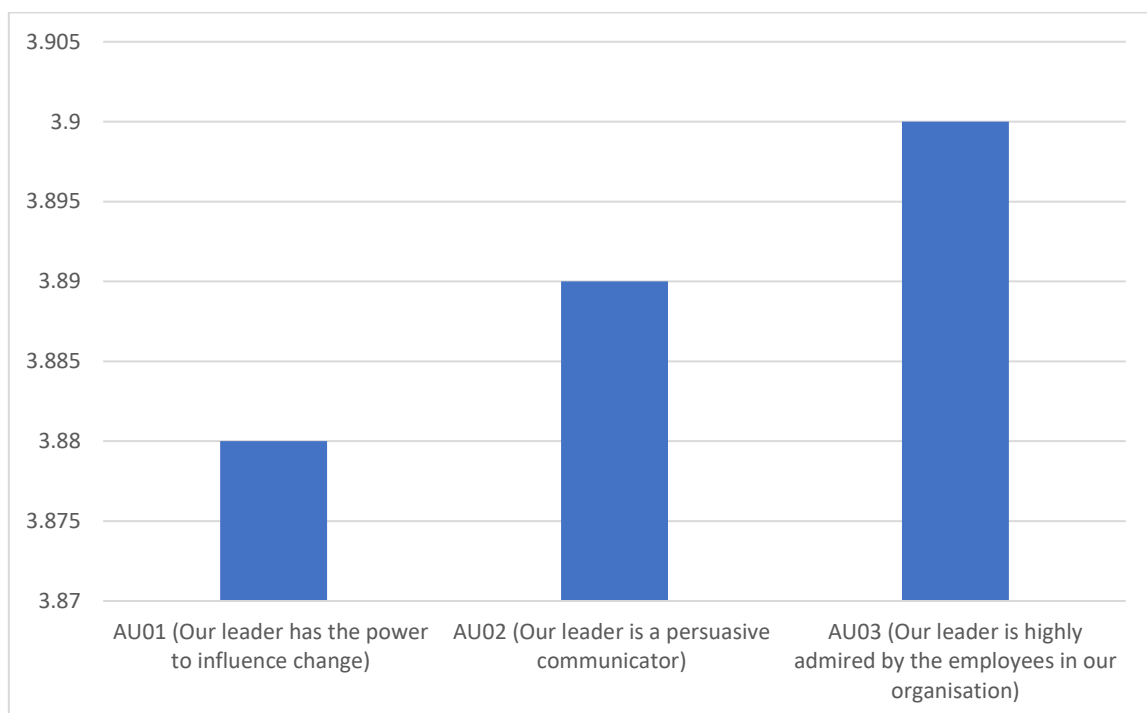
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.4 Authority

The authority construct measures the degree of the rightward movement of the business leaders, which gives the energy of authority that enables the way one uses their powers. The construct authority is measured using three variables (AU01, AU02, and AU03). The mean value of each of these variables is shown in Figure 4.1.3, and the detailed descriptive values in Table 4.1.4.

Figure 4.1.3: Authority of leaders – Mean Values



It can be seen from the table and figure that majority of the respondents (nearly 1/3rd) agrees with the statements asserting the authority of their leaders. However, more than 40% of the respondents remain neutral with variable AU03 “Our leader is highly admired by the employees in our organisation). This shows that not all the leaders are highly admired by their employees.

Table 4.1.4: Authority of Leaders

Particulars	AU01 <i>(Our leader has the power to influence change)</i>	AU02 <i>(Our leader is a persuasive communicator)</i>	AU03 (Our leader is highly admired by the employees in our organisation)
SDG	12 (2)	14 (2.3)	12 (2)
DG	76 (12.7)	62 (10.3)	74 (12.3)
SWD	114 (19)	124 (20.7)	91 (15.2)
NAND	189 (31.5)	198 (33)	242 (40.3)
SWA	190 (31.7)	185 (30.8)	156 (26)
AG	17 (2.8)	15 (2.5)	15 (2.5)
SAG	2 (0.3)	2 (0.3)	10 (1.7)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

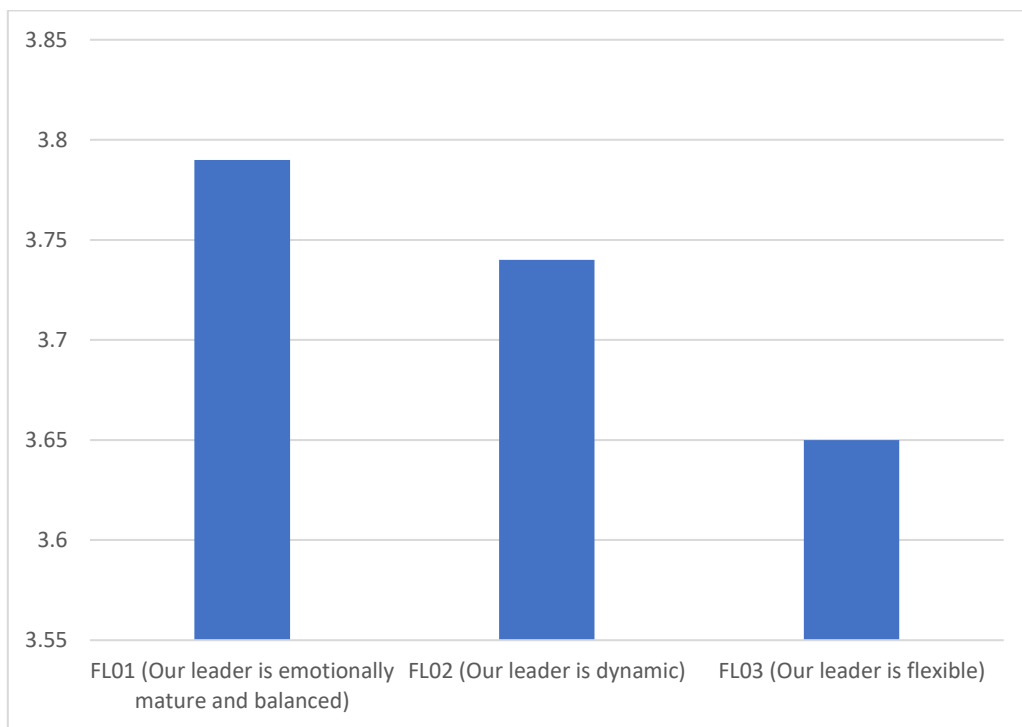
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.5 Flexibility

The flexibility construct measures the perceived leftward move of a business leader, which gives the energy of flexibility that provides the capacity to adapt to new changes. The construct is measured using three variables (FL01, FL02, and FL03). The mean value of each of these variables is shown in Figure 4.1.4, and the detailed descriptive values are in Table 4.1.5.

Figure 4.1.4: Flexibility of Leaders – Mean Values



It can be seen from the table and figure that only 30 per cent of the respondents, on average, agrees with the statements asserting the flexibility of their leaders. Nearly 40 per cent of the respondents disagree with the statements asserting leader flexibility. This shows, most of the employees perceive their leaders as not emotionally mature and balanced. They also feel they are not dynamic and flexible to the extent needed.

Table 4.1.5: Flexibility of Leaders

Particulars	FL01 (Our leader is emotionally mature and balanced)	FL02 (Our leader is dynamic)	FL03 (Our leader is flexible)
SDG	25 (4.2)	34 (5.7)	43 (7.2)
DG	90 (15)	79 (13.2)	88 (14.7)
SWD	79 (13.2)	110 (18.3)	105 (17.5)
NAND	215 (35.8)	189 (31.5)	184 (30.7)
SWA	175 (29.2)	166 (27.7)	167 (27.8)
AG	11 (1.8)	18 (3)	6 (1)
SAG	5 (0.8)	4 (0.7)	7 (1.2)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

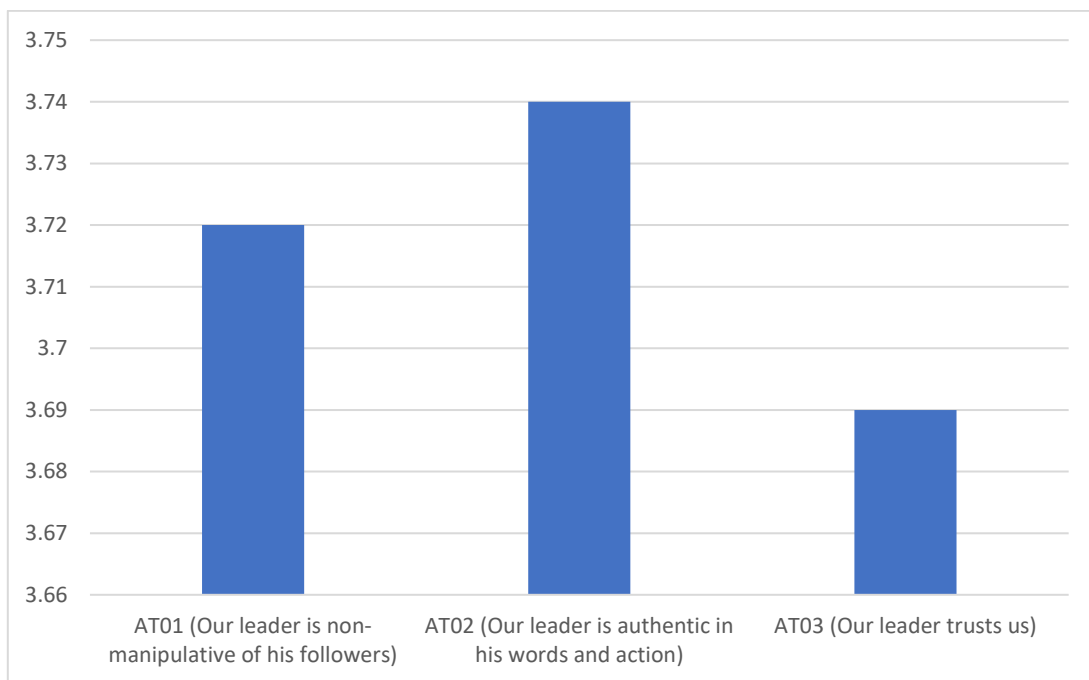
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.6 Attitude

The attitude construct measures the perceived inward move of a business leader, which gives the energy of attitude that guides actions and behaviour. The construct is measured using three variables (AT01, AT02, and AT03). The mean value of each of these variables is shown in Figure 4.1.5, and the detailed descriptive values in Table 4.1.6.

Figure 4.1.5: Attitude of Leaders – Mean Values



It can be seen from the table and figure that nearly 40% of the respondents disagree with the statements asserting the positive attitude of their leaders such as the leader is non-manipulative, authentic and trust. Hence, the majority of the employees feel that their leaders are manipulative, and not authentic in their words and actions and they feel their leaders are not trusting them.

Table 4.1.6: Attitude of Leaders

Particulars	AT01 (Our leader is non- manipulative of his followers)	AT02 (Our leader is authentic in his words and action)	AT03 (Our leader trusts us)
SDG	21 (3.5)	29 (4.8)	44 (7.3)
DG	97 (16.2)	89 (14.8)	91 (15.2)
SWD	122 (20.3)	119 (19.8)	102 (17)
NAND	184 (30.7)	158 (26.3)	183 (30.5)
SWA	147 (24.5)	185 (30.8)	143 (23.8)
AG	24 (4)	15 (2.5)	27 (4.5)
SAG	5 (0.8)	5 (0.8)	10 (1.7)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

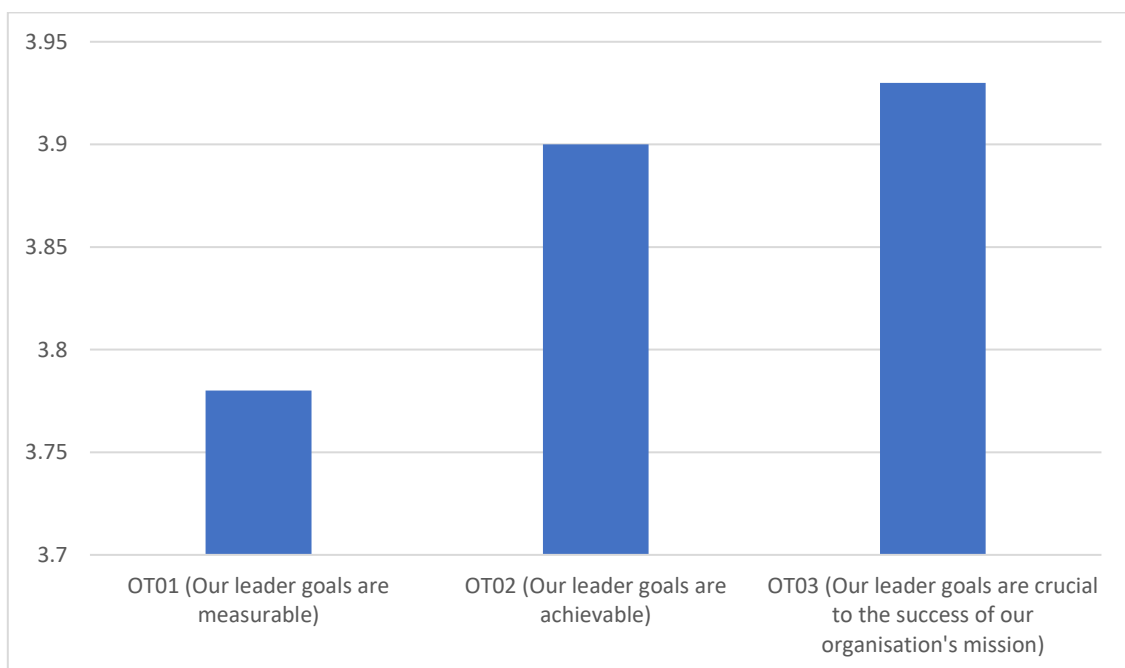
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.7 Output

The output construct measures the perceived outward move of a business leader, which gives the energy of output that expresses the ways in which historical consciousness, futuristic sense, power, love and attitude are used to produce results. The construct is measured using three variables (OT01, OT02, and OT03). The mean value of each of these variables is shown in Figure 4.1.6 and the detailed descriptive values in Table 4.1.7.

Figure 4.1.7: Output of Leaders – Mean Values



It can be seen from the table and the figure that the majority of the respondents (more than 40%) agree with the statement that the goals of their leaders are achievable. However, the majority of them (38%) disagree with the statement asserting that the goals of their leaders are measurable. Interestingly, the majority of the respondents (36%) remains neutral with respect to the statement that the goals of their leaders are crucial to the success of their organisation's mission.

Table 4.1.7: Output of Leaders

Particulars	OT01 (Our leader goals are measurable)	OT02 (Our leader goals are achievable)	OT03 (Our leader goals are crucial to the success of our organisation's mission)
SDG	22 (3.7)	21 (3.5)	25 (4.2)
DG	77 (12.8)	79 (13.2)	62 (10.3)
SWD	130 (21.7)	111 (18.5)	90 (15)
NAND	192 (32)	147 (24.5)	221 (36.8)
SWA	150 (25)	216 (36)	173 (28.8)
AG	21 (3.5)	22 (3.7)	13 (2.2)
SAG	8 (1.3)	4 (0.7)	16 (2.7)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

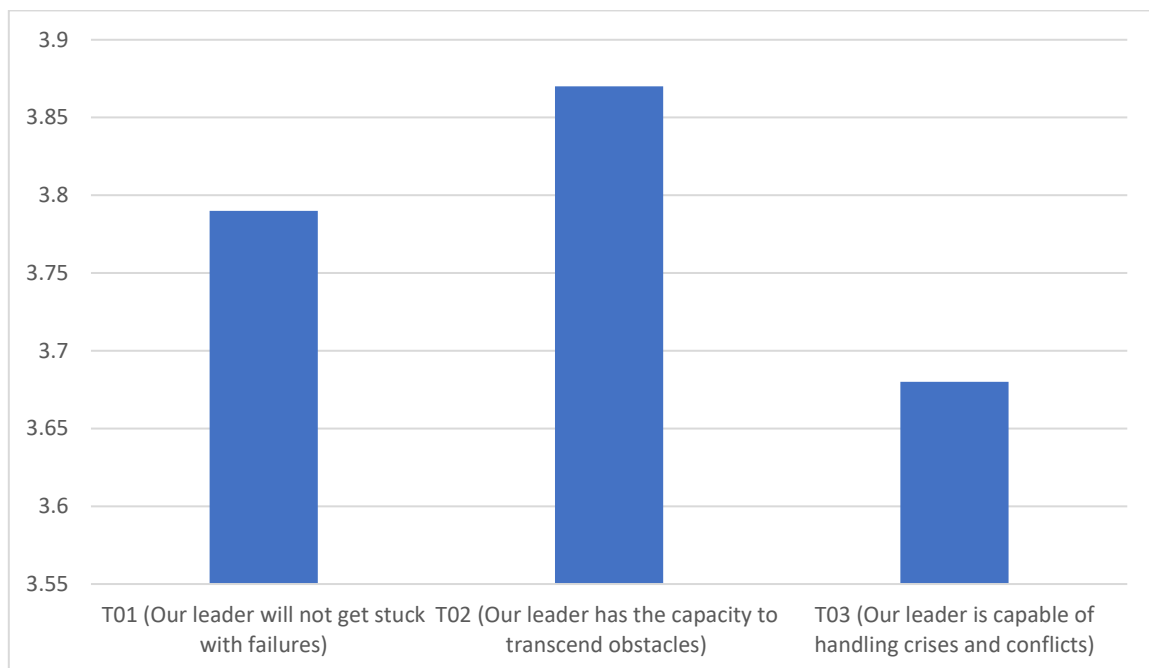
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.8 Transcendence

The transcendence construct measures the perceived upward move of a business leader, which gives the energy of transcendence that enables one to go beyond selfish interests and embrace the interests of the organisation. The construct is measured using three variables (T01, T02, T03). The mean value of each of the variables is shown in Figure 4.1.7, and the detailed descriptive values in Table 4.1.8.

Figure 4.1.7: Transcendence of Leaders – Mean Values



It can be seen from the table and figure, that nearly half of the respondents have the opinion that their leaders are not capable of handling crises and conflicts. However, the majority of the respondents agree with the statements that their leader will not get stuck with failures and that they have the capacity to transcend obstacles. 1/4th of the respondents, on average, neither agree nor disagree with the statements asserting transcendence.

Table 4.1.8: Transcendence of Leaders

Particulars	T01 <i>(Our leader will not get stuck with failures)</i>	T02 <i>(Our leader has the capacity to transcend obstacles)</i>	T03 <i>(Our leader is capable of handling crises and conflicts)</i>
SDG	30 (5)	35 (5.8)	41 (6.8)
DG	116 (19.3)	88 (14.7)	109 (18.2)
SWD	61 (10.2)	94 (15.7)	123 (20.5)
NAND	168 (28)	152 (25.3)	132 (22)
SWA	200 (33.3)	175 (29.2)	132 (22)
AG	16 (2.7)	46 (7.7)	49 (8.2)
SAG	9 (1.5)	10 (1.7)	14 (2.3)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

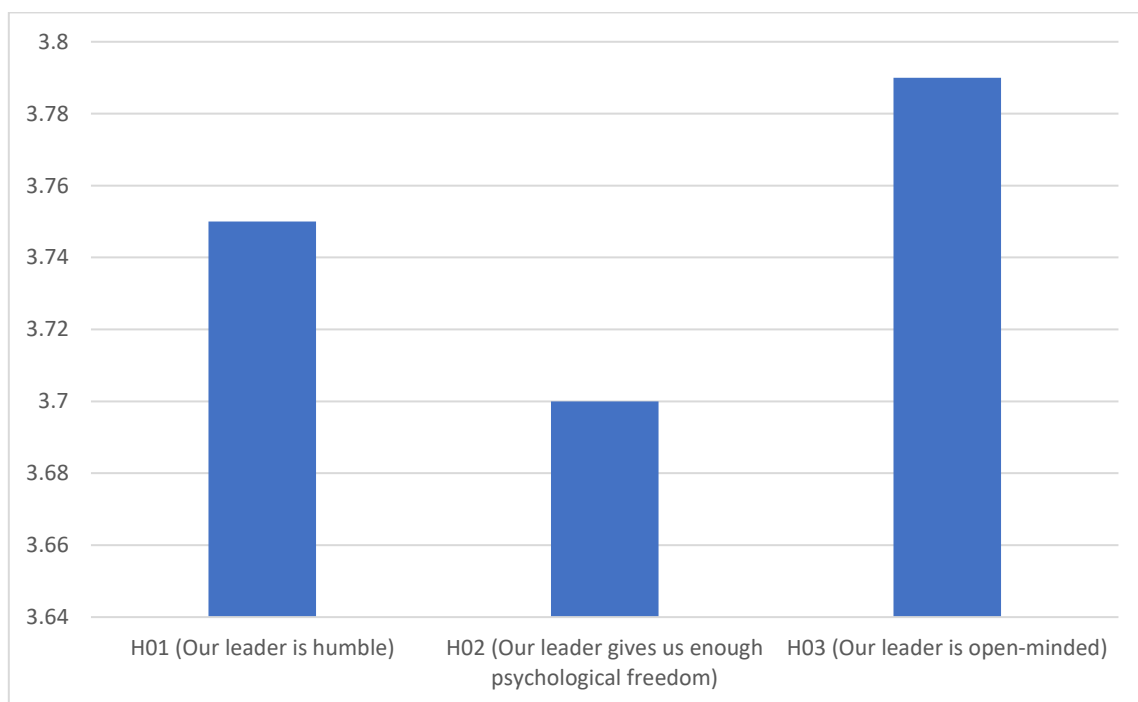
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”;
SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.9 Humility

The humility construct measures the perceived downward move of a business leader, which gives the energy of humility that enables one to be practical and relevant to the context (people and place). The construct is measured using three variables (H01, H02, and H03). The mean value of each of these variables is shown in Figure 4.1.8, and the detailed descriptive values in Table 4.1.9.

Figure 4.1.8: Humility of Leaders – Mean Values



It can be seen from the table and the figure that most of the respondents (nearly 40%) disagree with the statements asserting the humility of their leaders. They feel that their leaders are humble, not giving their followers enough psychological freedom and are not open-minded.

Table 4.1.9: Humility of Leaders

Particulars	H01 <i>(Our leader is humble)</i>	H02 <i>(Our leader gives us enough psychological freedom)</i>	H03 <i>(Our leader is open-minded)</i>
SDG	30 (5)	41 (6.8)	17 (2.8)
DG	77 (12.8)	84 (14)	98 (16.3)
SWD	125 (20.8)	116 (19.3)	132 (22)
NAND	174 (29)	169 (28.2)	169 (28.2)
SWA	175 (29.2)	155 (25.8)	136 (22.7)
AG	12 (2)	30 (5)	30 (5)
SAG	7 (1.2)	5 (0.8)	18 (3)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

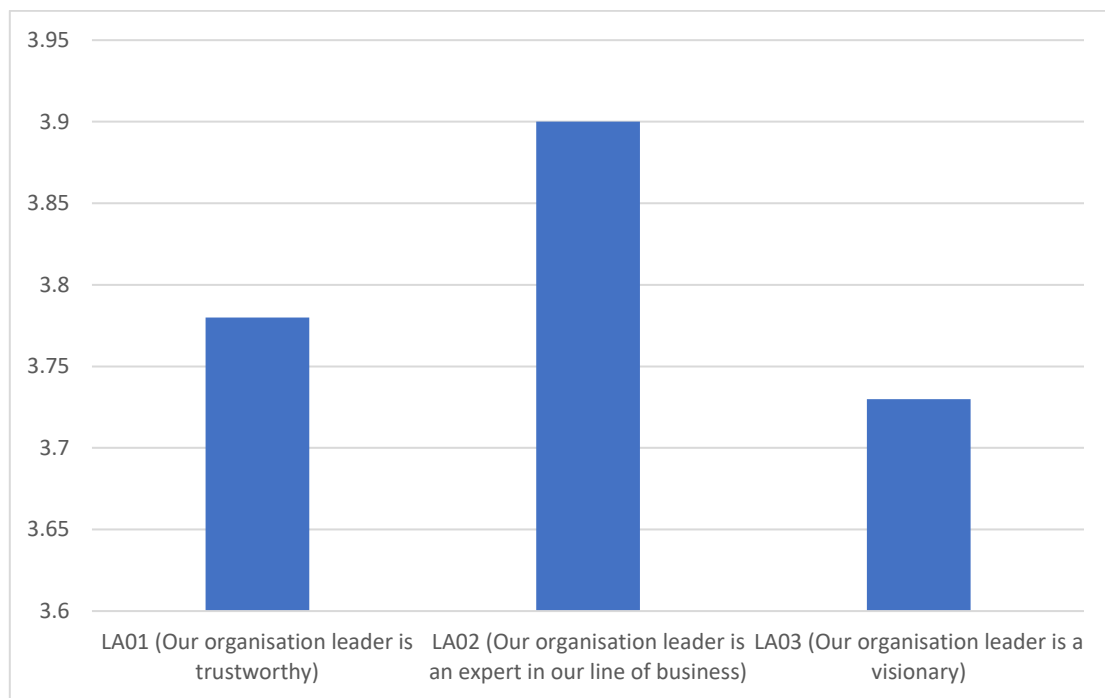
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”;
SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.10 Leader Attractiveness

The leader attractiveness construct measures the willingness of the employees to follow a business leaders' vision and mission. The construct is measured using three variables (LA01, LA02, and LA03). The mean value of each of these variables is shown in Figure 4.1.9, the detailed descriptive values in Table 4.1.10.

Figure 4.1.9: Leader Attractiveness – Mean Values



It can be seen from the table and the figure that most of the respondents (more than 36%, on average) disagree with the statements asserting the attractiveness of their leaders. Only 1/4th of the respondents feel that their organisation leaders are trustworthy. Most of the respondents (41%) disagree with the statement that their organisation leader is a visionary. However, majority of the respondents (37%) agree with the statement that their organisation leader is an expert in their line of business.

Table 4.1.10: Leader Attractiveness

Particulars	LA01 <i>(Our organisation leader is trustworthy)</i>	LA02 <i>(Our organisation leader is an expert in our line of business)</i>	LA03 <i>(Our organisation leader is a visionary)</i>
SDG	31 (5.2)	17 (2.8)	26 (4.3)
DG	69 (11.5)	86 (14.3)	95 (15.8)
SWD	87 (14.5)	115 (19.2)	128 (21.3)
NAND	265 (44.2)	160 (26.7)	155 (25.8)
SWA	119 (19.8)	178 (29.7)	167 (27.8)
AG	19 (3.2)	34 (5.7)	21 (3.5)
SAG	10 (1.7)	10 (1.7)	8 (1.3)
Sum	600 (100)	600 (100)	600 (100)

Source: Primary Data

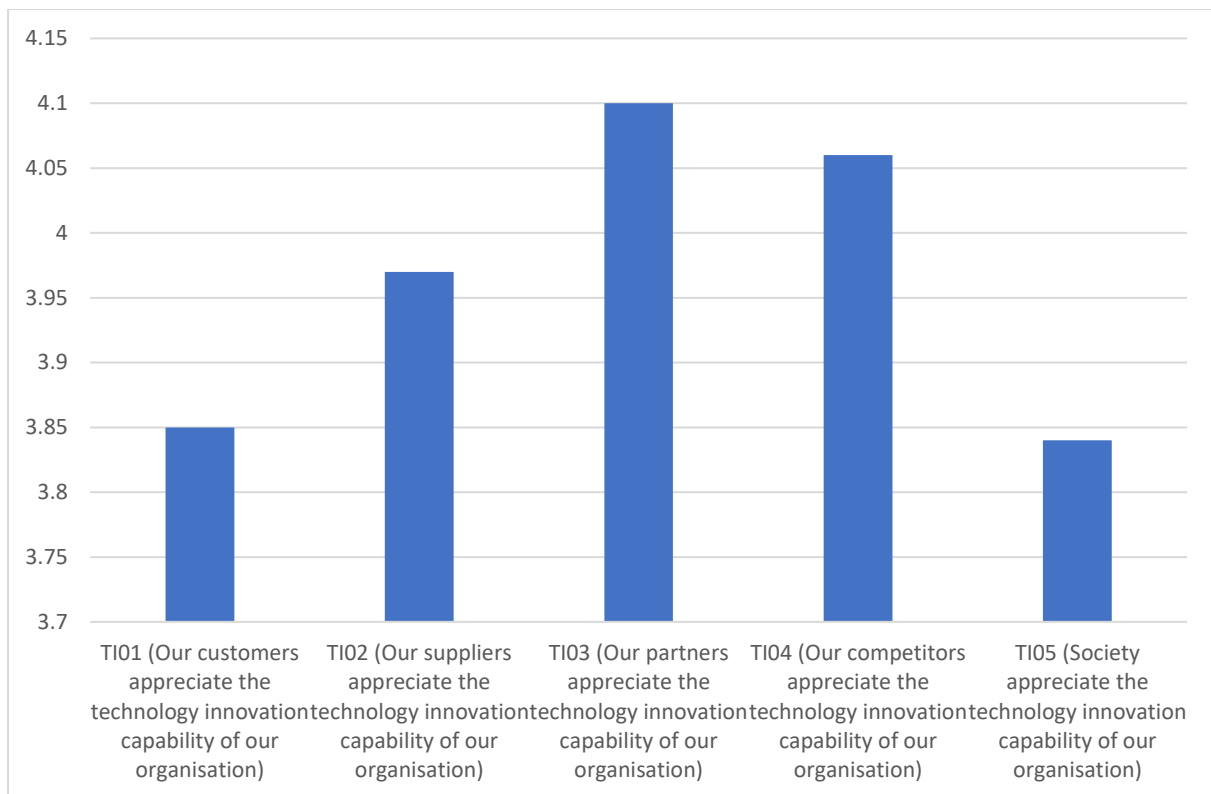
Note: Percentages of the sum are shown in the numbers in parentheses.

SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.1.11 Technology Innovation

The technology innovation construct measures the perceived innovativeness of an organisation through discontinuous technological breakthroughs and incremental progress which changes the ways in which value is created and captured in the industry. The construct is measured using five variables (TI01, TI02, TI03, TI04, and TI05). The mean value of each of these variables is shown in Figure 4.1.10, and the detailed descriptive values in Table 4.1.11.

Figure 4.1.10: Technology Innovation – Mean Values



It can be seen from the table and figure that only 1/3rd of the respondents agree with the statements asserting the technology innovation of an organisation. Most of the respondents feel that their partners and competitors appreciate the technology innovation capability of their organisation. But majority of the remain neutral when asked whether the customer and society appreciates their technology innovativeness.

Table 4.1.11: Technology Innovation

Particulars	TI01 <i>(Our customers appreciate the technology innovation capability of our organisation)</i>	TI02 <i>(Our suppliers appreciate the technology innovation capability of our organisation)</i>	TI03 <i>(Our partners appreciate the technology innovation capability of our organisation)</i>	TI04 <i>(Our competitors appreciate the technology innovation capability of our organisation)</i>	TI05 <i>(Society appreciate the technology innovation capability of our organisation)</i>
SDG	27 (4.5)	13 (2.2)	5 (0.8)	14 (2.3)	20 (3.3)
DG	78 (13)	43 (7.2)	61 (10.2)	41 (6.8)	84 (14)
SWD	67 (11.2)	126 (21)	98 (16.3)	103 (17.2)	107 (17.8)
NAND	248 (41.3)	230 (38.3)	177 (29.5)	216 (36)	195 (32.5)
SWA	147 (24.5)	152 (25.3)	228 (38)	194 (32.3)	155 (25.8)
AG	29 (4.8)	27 (4.5)	25 (4.2)	27 (4.5)	31 (5.2)
SAG	4 (0.7)	9 (1.5)	6 (1)	5 (0.8)	8 (1.3)
Sum	600 (100)	600 (100)	600 (100)	600 (100)	600 (100)

Source: Primary Data

Note: Percentages of the sum are shown in the numbers in parentheses. SDG = “Strongly Disagree”; DG = “Disagree”; SWD = “Somewhat Disagree”; NAND = “Neither Agree nor Disagree”; SWA = “Somewhat Agree”; AG = “Agree”; SAG = “Strongly Agree”.

4.2 PLS-SEM Results

4.2.1 Assessment of the Measurement Model

Hair et al. (2019) guidelines on how to report PLS-SEM results have been followed for measurement model assessment. In this study, the individual indicator variables are reflective in nature. *Hair et al. (2019)* state that “assessment of reflective measurement models comprises of measuring the internal reliability, internal consistency, convergent validity, and discriminant validity.”

Internal reliability is ensured by looking into the indicator loadings, which are shown in Table 4.2.1.

Table 4.2.1: Indicator Loadings

Construct	Item	Loading
Historical Consciousness	HC01	0.898
	HC02	0.923
	HC03	0.946
Sense of Future	SF01	0.804
	SF02	0.891
	SF03	0.850
Authority	AU01	0.854
	AU02	0.898
	AU03	0.876
Flexibility	FL01	0.906
	FL02	0.878

	FL03	0.757
Attitude	AT01	0.928
	AT02	0.942
	AT03	0.920
Output	OT01	0.915
	OT02	0.878
	OT03	0.893
Transcendence	T01	0.935
	T02	0.929
	T03	0.855
Humility	H01	0.911
	H02	0.924
	H03	0.940
Leader Attractiveness	LA01	0.877
	LA02	0.905
	LA03	0.886
Technology Innovation	TI01	0.795
	TI02	0.904
	TI03	0.905
	TI04	0.914
	TI05	0.852

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

Saari et al. (2021) postulate that “indicator loadings explain the amount of variance shared between the individual variables and the construct associated with them.” Indicator loadings ensure the indicator reliability of reflective measurement models. It can be seen in Table 4.2.1 that all the indicator loadings of our measurement models are more than the recommended critical value of 0.708 (*Hair et al., 2019*). The crucial value of 0.708 denotes that the corresponding construct adequately provides item dependability by explaining more than 50% of the variation of the related indicator. Thus, we can say that our model has satisfactory indicator reliability.

After ensuring indicator reliability, the next step is to assess internal consistency and convergent validity. The internal consistency of reflective constructs is evaluated using the composite reliability and ρ_A , while the convergent validity of reflective constructs is evaluated using AVE (Average Variance Extracted). The composite reliability, ρ_A and AVE of our assessment model are shown in Table 4.2.2.

Table 4.2.2: Reliability and Validity

Constructs	ρ_A	Composite Reliability	Average Variance Extracted
Historical Consciousness	0.926	0.945	0.851
Sense of Future	0.809	0.886	0.721
Authority	0.864	0.908	0.768
Flexibility	0.805	0.885	0.721
Attitude	0.928	0.950	0.865
Output	0.876	0.924	0.801
Transcendence	0.913	0.933	0.823

Humility	0.919	0.947	0.856
Leader Attractiveness	0.868	0.919	0.791
Technology Innovation	0.923	0.942	0.766

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

It has been inferred from Table 4.2.2 that both the composite reliability and ρ_A lies in between the recommended thresholds of 0.70 and 0.95. and all the AVE values surpass the recommended threshold value of 0.5. Thus, we can say that our reflective assessment model has a satisfactory level of “internal consistency” as well as “convergent validity”.

“The final step in the assessment of the reflective measurement model is to ensure discriminant validity, which explains the extent to which each construct is empirically separate from the other constructs”. *Saari et. al (2021)* state that “HTMT (Heterotrait-monotrait) ratio is used to assess the discriminant validity of the model.” The HTMT values are shown in Table 4.2.3.

HTMT is “the mean correlation value of items across constructs in relation to the geometric mean of average correlations for items measuring the same construct. When HTMT values are high, discriminant validity is said to be low”. It can be seen from Table 4.2.3. that all the HTMT values of our reflective measurement model are significantly lower than the conservative threshold limit of 0.85. Thus, it can be said that the discriminant validity of our model is satisfactorily established.

Table 4.2.3: HTMT Ratio of Correlations

	Attitude	Authority	Flexibility	Historical Consciousness	Humility	Leader Attractiveness	Output	Sense of Future	Technology Innovation
Authority	0.461								
Flexibility	0.849	0.565							
Historical Consciousness	0.327	0.372	0.371						
Humility	0.827	0.457	0.818	0.277					
Leader Attractiveness	0.513	0.463	0.560	0.591	0.424				
Output	0.491	0.751	0.598	0.521	0.443	0.801			
Sense of Future	0.416	0.426	0.480	0.466	0.350	0.589	0.535		
Technology Innovation	0.482	0.490	0.490	0.417	0.446	0.581	0.538	0.407	
Transcendence	0.407	0.429	0.480	0.572	0.410	0.721	0.624	0.580	0.467

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

4.2.2 Assessment of the Structural Model

The guidelines of *Hair et al. (2019)* have been followed for the structural model assessment of the study. According to *Hair et al. (2019)*, “assessment of the structural model involves three important things viz., checking the collinearity issues, checking the relevance and significance of path coefficients and checking the models’ explanatory and predictive power.” The results of our structural model were shown in Table 4.2.4, and the significance of the path coefficients with relevant hypothesis has been separately shown in Figure 4.2.1.

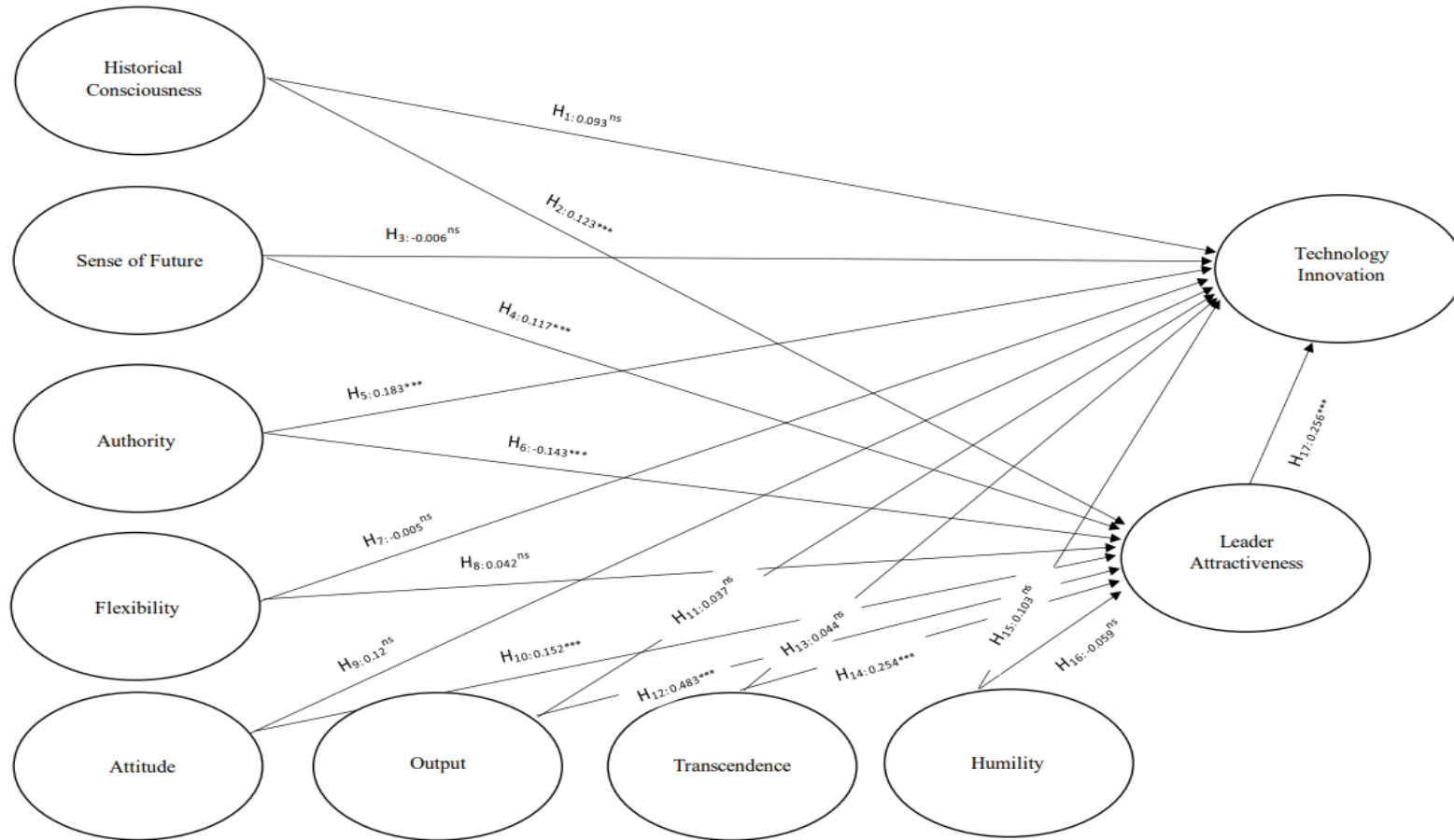
In the model, collinearity issues have been checked using the Variance Inflation Factor (VIF). It can be seen from Table 4.2.4 that the VIF values are close to 3 and lower. The largest inner VIF value of our model construct is 3.416 (*Hair et al., 2019*). Thus, we can say that “collinearity is not at a critical level in the inner model and will not affect the regression results.” In the next step, the path coefficients’ significance and size have been assessed.

With respect to control variables, R&D investment has significant impact on all the predictors, namely historical consciousness ($\beta = 0.142$), sense of future ($\beta = 0.204$), authority ($\beta = 0.328$), flexibility ($\beta = 0.284$), attitude ($\beta = 0.272$), output ($\beta = 0.276$), transcendence ($\beta = 0.24$), humility ($\beta = 0.16$) and leader attractiveness ($\beta = 0.117$); technology adoption has a significant impact on seven predictors, namely sense of future ($\beta = -0.427$), authority ($\beta = -0.198$), flexibility ($\beta = -0.257$), attitude ($\beta = -0.209$), output ($\beta = -0.211$), transcendence ($\beta = -0.257$), and humility ($\beta = -0.123$); and firm size has significant impact on three predictors namely authority ($\beta = 0.259$), output ($\beta = 0.276$), and humility ($\beta = 0.16$), and also on the endogenous construct, technology innovation ($\beta = -0.142$). Control variables such as R&D investment and technology adoption don’t have any significant impact on the endogenous construct of the model.

Figure 4.2.1 illustrates the size and significance of path coefficients between the endogenous and exogenous constructs. It can be seen from figure 4.2.1 that historical consciousness ($\beta = 0.123$), sense of future ($\beta = 0.117$), attitude ($\beta = 0.152$), output ($\beta = 0.483$), and transcendence ($\beta = 0.254$), have a significant positive influence on leader attractiveness; authority ($\beta = -0.143$) has a significant negative influence on leader attractiveness. The exogenous constructs flexibility and humility don't have any significant impact on leader attractiveness. Leader attractiveness ($\beta = 0.256$) and authority ($\beta = 0.183$) are the only two exogenous constructs which have a significant positive influence on the endogenous construct, i.e., technology innovation.

A look into the R^2 values in Table 4.2.4 shows that historical consciousness, sense of future, authority, attitude, output, and transcendence are the important predictor constructs in explaining leader attractiveness ($R^2 = 0.632$); leader attractiveness and authority are the important predictor constructs in explaining technology innovation ($R^2 = 0.383$). Thus, the model explains more than 38% of the variance in technology innovation. It could be noted that output ($f^2 = 0.262$), has the largest f^2 among the predictor constructs of leader attractiveness and leader attractiveness ($f^2 = 0.039$) has the largest f^2 effect size among the predictor constructs of technology innovation.

Figure 4.2.1: Structural Model Results



Note: Control Variables - Firm Size, R&D Investment, and Technology Adoption.
 *** = $p < 0.01$; ** = $p < 0.05$; ns = Not Significant.

Table 4.2.4: Structural Model Results

Outcome	R Sq.	Predictor	Direct Paths & Hypotheses	B	CI	Significance?	f²	VIF
Historical Consciousness	0.013	CV	Firm Size -> Historical Consciousness	0.072	[-0.072; 0.217]	No	0.002	3.187
		CV	R&D Investment -> Historical Consciousness	0.142	[0.017; 0.264]	Yes	0.036	2.455
		CV	Technology Adoption -> Historical Consciousness	- 0.088	[-0.194; 0.016]	No	0.041	1.732
Sense of Future	0.151	CV	Firm Size -> Sense of Future	- 0.122	[-0.253; 0.009]	No	0.015	3.187

		CV	R&D Investment -> Sense of Future	0.204	[0.130; 0.349]	Yes	0.017	2.455
		CV	Technology Adoption - > Sense of Future	-	[-0.522; 0.427 -0.33]	Yes	0.161	1.732
Authority	0.085	CV	Firm Size -> Authority	0.259	[0.119; 0.398]	Yes	0.023	3.187
		CV	R&D Investment -> Authority	0.328	[0.216; 0.442]	Yes	0.048	2.455
		CV	Technology Adoption - > Authority	-	[-0.291; 0.198 -0.107]	Yes	0.025	1.732
Flexibility	0.078	CV	Firm Size -> Flexibility	0.132	[-0.006; 0.267]	No	0.006	3.187
		CV	R&D Investment -> Flexibility	0.284	[0.187; 0.38]	Yes	0.036	2.455

		CV	Technology Adoption - > Flexibility	- 0.257	[-0.364; -0.251]	Yes	0.041	1.732
Attitude	0.026	CV	Firm Size -> Attitude	0.098	[-0.03; 0.225]	No	0.007	3.187
		CV	R&D Investment -> Attitude	0.272	[0.176; 0.366]	Yes	0.032	2.455
		CV	Technology Adoption - > Attitude	- 0.209	[-0.315; -0.105]	Yes	0.026	1.732
Output	0.096	CV	Firm Size -> Output	0.276	[0.135; 0.420]	Yes	0.026	3.187
		CV	R&D Investment -> Output	0.31	[0.194; 0.427]	Yes	0.043	2.455
		CV	Technology Adoption - > Output	- 0.211	[-0.303; -0.120]	Yes	0.009	1.732

Transcendence	0.062	CV	Firm Size -> Transcendence	0.041	[-0.086; 0.171]	No	0.001	3.187
		CV	R&D Investment -> Transcendence	0.24	[0.13; 0.349]	Yes	0.025	2.455
		CV	Technology Adoption - > Transcendence	-	[-0.356; 0.257 -0.155]	Yes	0.041	1.732
Humility	0.035	CV	Firm Size -> Humility	0.16	[0.028; 0.290]	Yes	0.008	3.187
		CV	R&D Investment -> Humility	0.238	[0.148; 0.325]	Yes	0.024	2.455
		CV	Technology Adoption - > Humility	-	[-0.237; 0.123 -0.013]	Yes	0.009	1.732
Leader	0.631	HC	Historical	0.123	[0.049;	Yes	0.03	1.549
Attractiveness			Consciousness -> Leader Attractiveness		0.202]			

SF	Sense of Future -> Leader Attractiveness	0.117	[0.031; 0.202]	Yes	0.016	1.66
AU	Authority -> Leader Attractiveness	-	[-0.229; 0.143 -0.056]	Yes	0.027	1.868
FL	Flexibility -> Leader Attractiveness	0.042	[-0.048; 0.132]	No	0.002	2.616
AT	Attitude -> Leader Attractiveness	0.152	[0.044; 0.263]	Yes	0.021	2.969
OT	Output -> Leader Attractiveness	0.483	[0.371; 0.594]	Yes	0.262	2.419
T	Transcendence -> Leader Attractiveness	0.254	[0.165; 0.339]	Yes	0.102	1.863
H	Humility -> Leader Attractiveness	-	[-0.163; 0.059 0.046]	No	0.003	2.741

		CV	Firm Size -> Leader Attractiveness	0.042	[-0.048; 0.132]	No	0.002	3.453
		CV	R&D Investment -> Leader Attractiveness	0.117	[0.031; 0.202]	Yes	0.003	2.623
		CV	Technology Adoption - > Leader Attractiveness	0.02	[-0.044; 0.082]	No	0.001	2.07
Technology Innovation	0.383	LA	Leader Attractiveness - > Technology Innovation	0.256	[0.105; 0.393]	Yes	0.039	2.713
		HC	Historical Consciousness -> Technology Innovation	0.093	[-0.033; 0.221]	No	0.009	1.595
		SF	Sense of Future -> Technology Innovation	- 0.006	[-0.118; 0.102]	No	0	1.687

AU	Authority -> Technology Innovation	0.183	[0.065; 0.299]	Yes	0.028	1.919
FL	Flexibility -> Technology Innovation	-	[-0.118; 0.107]	No	0	2.621
AT	Attitude -> Technology Innovation	0.12	[-0.022; 0.261]	No	0.008	3.033
OT	Output -> Technology Innovation	0.037	[-0.113; 0.204]	No	0.001	3.052
T	Transcendence -> Technology Innovation	0.044	[-0.065; 0.149]	No	0.001	2.052
H	Humility -> Technology Innovation	0.103	[-0.036; 0.244]	No	0.006	2.75
CV	Firm Size -> Technology Innovation	-	[-0.271; -0.017]	Yes	0.009	3.461

CV	R&D Investment ->	- [-0.191;	No	0.003	2.63
	Technology Innovation	0.067 0.056]			
CV	Technology Adoption -	- [-0.139;	No	0.003	2.072
	> Technology	0.068 0.003]			
	Innovation				

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

CI = “95% bootstrap two-tailed confidence interval”, CV = “Control Variable”, LA = “Leader Attractiveness”, HC = “Historical Consciousness”, SF = “Sense of Future”, AU = “Authority”, FL = “Flexibility”, AT = “Attitude”, OT = “Output”, T = “Transcendence”, H = “Humility”.

4.2.3 Mediation Analysis

The significance and strength of the mediating constructs have been assessed using bootstrapping procedure at 95% confidence interval and the results are shown in Table 4.2.5.

Table 4.2.5: Structural Mediation

Path	β	CI	Significance?
Humility -> Leader Attractiveness -> Technology Innovation	-0.015	[-0.048; 0.012]	No
Attitude -> Leader Attractiveness -> Technology Innovation	0.039	[0.008; 0.082]	Yes
Output -> Leader Attractiveness -> Technology Innovation	0.124	[0.051; 0.195]	Yes
Authority -> Leader Attractiveness -> Technology Innovation	-0.037	[-0.072; 0.010]	Yes
Transcendence -> Leader Attractiveness -> Technology Innovation	0.065	[0.024; 0.110]	Yes
Sense of Future -> Leader Attractiveness -> Technology Innovation	0.03	[0.006; 0.062]	Yes
Flexibility -> Leader Attractiveness -> Technology Innovation	0.011	[-0.013; 0.039]	No

Historical Consciousness -> Leader	0.031	[0.009; 0.063]	Yes
Attractiveness -> Technology			
Innovation			

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

CI = 95% bootstrap two-tailed confidence interval

It can be seen from the table, that output ($\beta = 0.124$) has a significant large positive impact on technology innovation via leader attractiveness; attitude ($\beta = 0.039$), transcendence ($\beta = 0.065$), sense of authority ($\beta = 0.03$) and historical consciousness ($\beta = 0.031$) have a significant small positive impact on technology innovation via leader attractiveness; and authority ($\beta = -0.037$) has a significant small negative impact on technology innovation via leader attractiveness. Flexibility and humility don't have any significant impact on technology innovation via leader attractiveness.

Mediating effect of Leader Attractiveness

In order to understand the strength of leader attractiveness as a mediator, VAF (Variance Accounted For) method has been used. VAF value represents the ratio of the Beta Coefficient of the indirect effect to the total effect.

The mediating effect of leader attractiveness on attitude and technology innovation is shown in Figure 4.2.2 and Table 4.2.6. Since VAF value is between 0.2 and 0.8 (VAF = 0.41) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.2: Mediating effect of Leader Attractiveness on Attitude and Technology Innovation

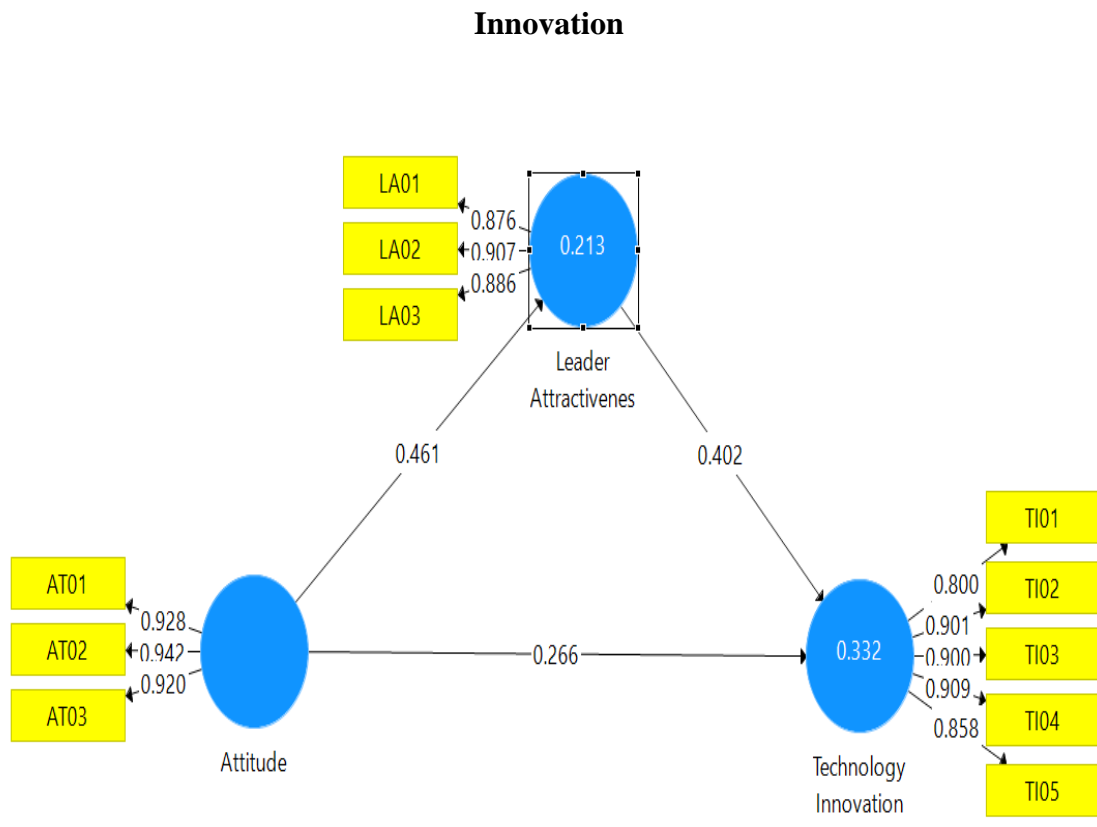


Table 4.2.6: VAF Analysis (Attitude -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Attitude -> Technology	0.266	-	-
Innovation			
Attitude -> Leader		0.461	
Attractiveness			
Leader Attractiveness ->		0.402	
Technology Innovation			
Total	0.266	0.185	0.451

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

The mediating effect of leader attractiveness on output and technology innovation is shown in Figure 4.2.3 and Table 4.2.7. Since VAF value is between 0.2 and 0.8 (VAF = 0.53) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.3: Mediating effect of Leader Attractiveness on Output and Technology

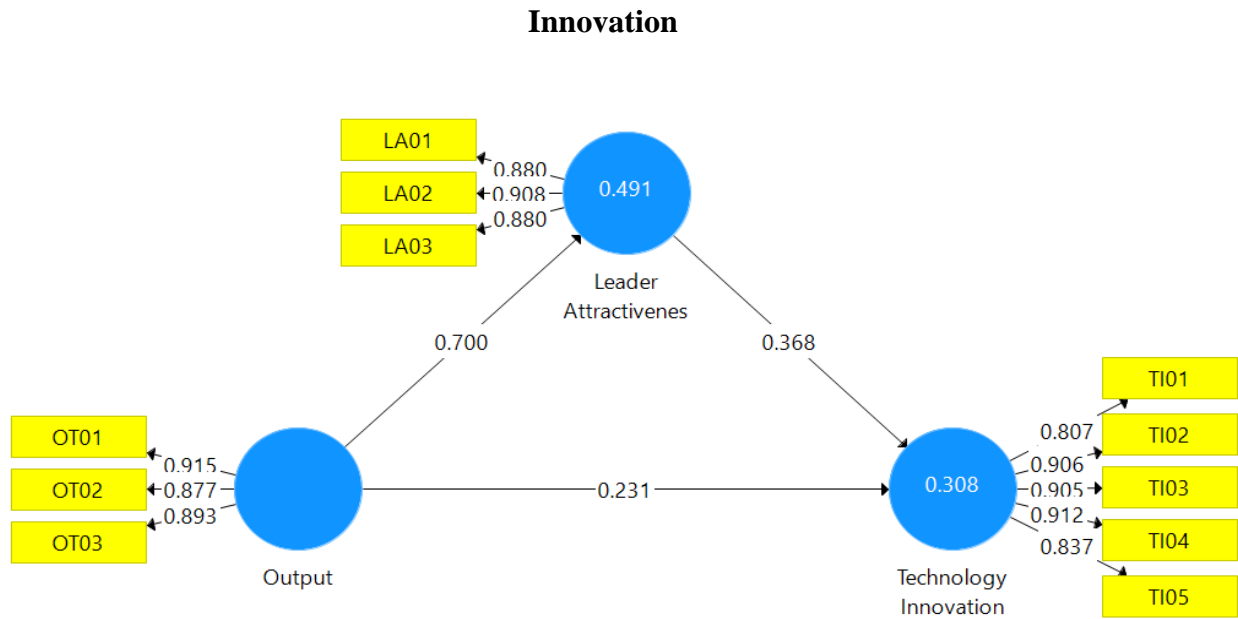


Table 4.2.7: VAF Analysis (Output -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Output -> Technology Innovation	0.231	-	-
Output -> Leader Attractiveness	-	0.7	-
Leader Attractiveness -> Technology Innovation	-	0.368	-
Total	0.231	0.258	0.489

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

The mediating effect of leader attractiveness on sense of future and technology innovation is shown in Figure 4.2.4 and Table 4.2.8. Since VAF value is between 0.2 and 0.8 (VAF = 0.67) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.4: Mediating effect of Leader Attractiveness on Sense of Future and Technology Innovation

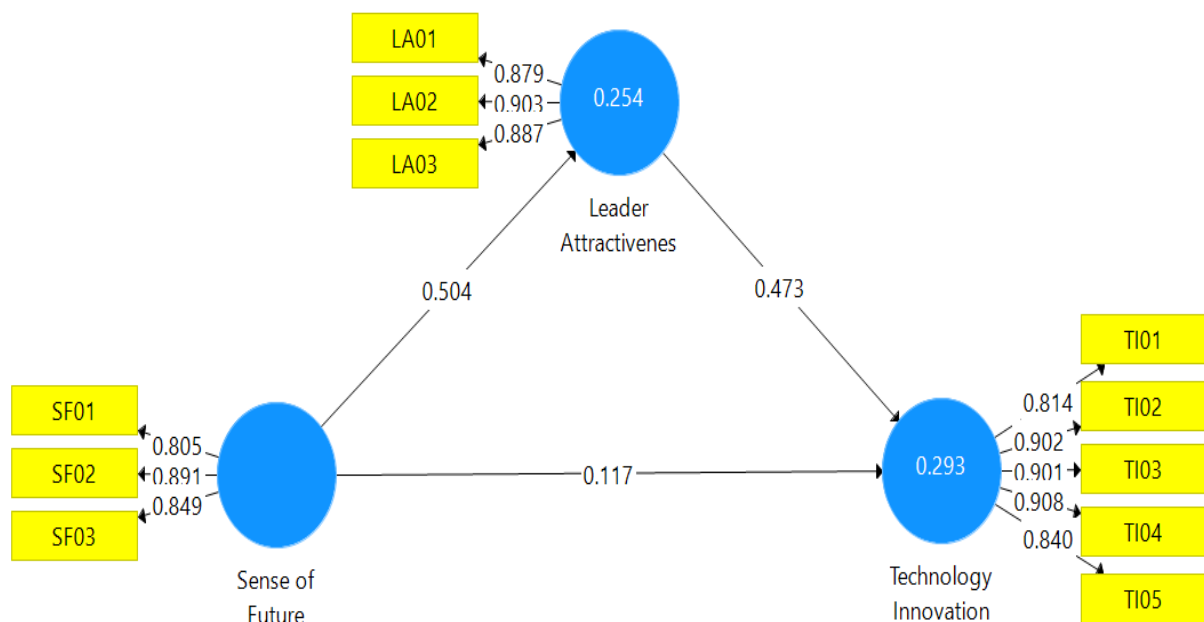


Table 4.2.8: VAF Analysis (Sense of Future -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Sense of Future ->	0.117	-	-
Technology Innovation			

Sense of Future ->		0.504	
Leader Attractiveness			
Leader Attractiveness ->		0.473	
Technology Innovation			
Total	0.117	0.238	0.355

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

The mediating effect of leader attractiveness on transcendence and technology innovation is shown in Figure 4.2.5 and Table 4.2.9. Since VAF value is between 0.2 and 0.8 (VAF = 0.349) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.5: Mediating effect of Leader Attractiveness on Transcendence and Technology Innovation

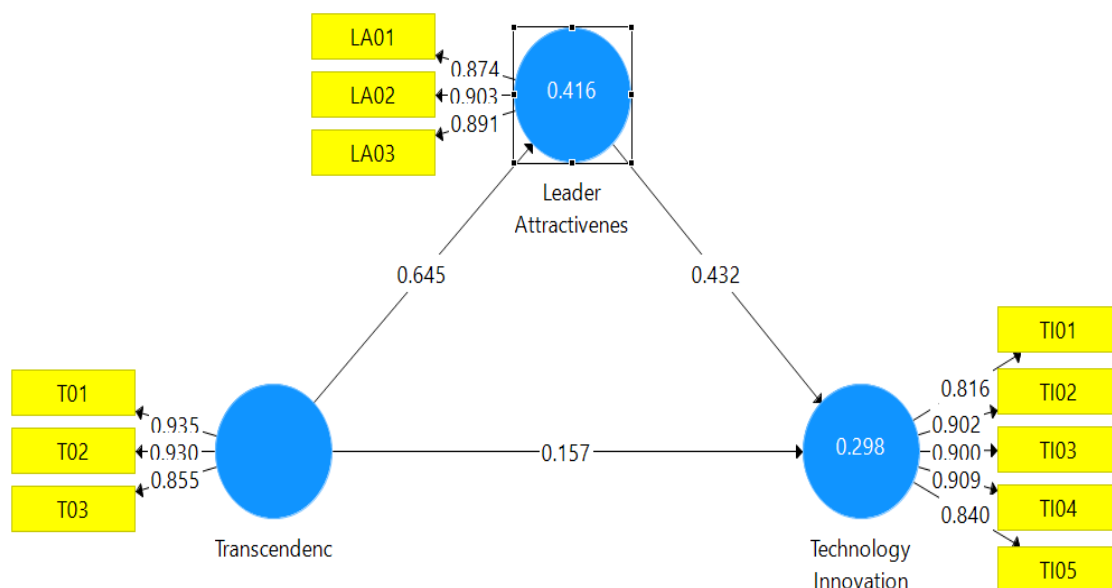


Table 4.2.9: VAF Analysis (Transcendence -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Transcendence -> Technology Innovation	0.157	-	-
Transcendence -> Leader Attractiveness		0.645	
Leader Attractiveness -> Technology Innovation		0.298	
Total	0.157	0.192	0.349

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

The mediating effect of leader attractiveness on authority and technology innovation is shown in Figure 4.2.6 and Table 4.2.10. Since VAF value is between 0.2 and 0.8 (VAF = 0.38) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.6: Mediating effect of Leader Attractiveness on Authority and Technology

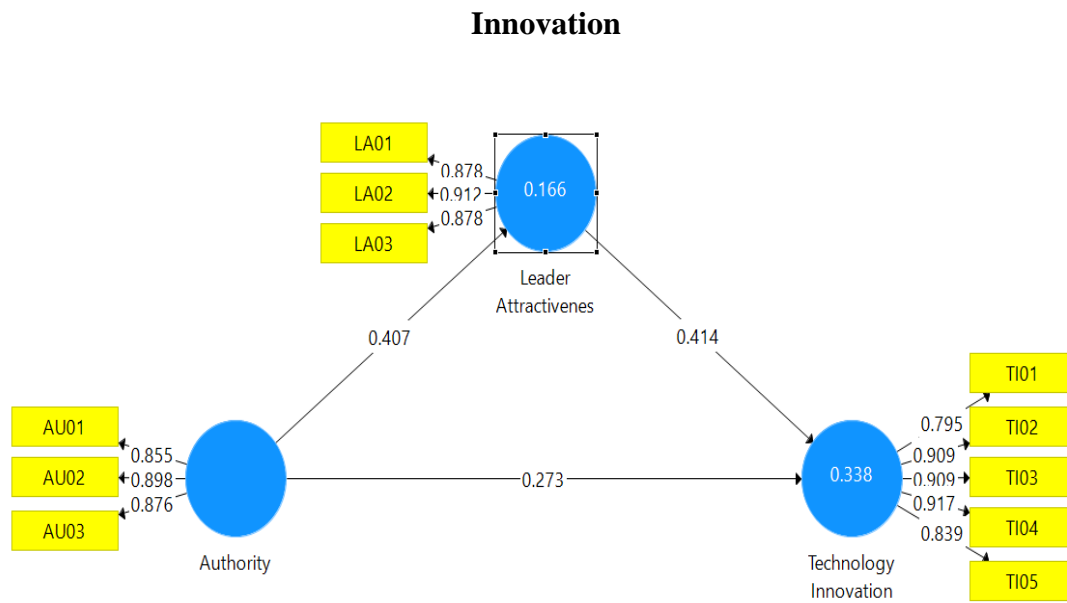


Table 4.2.10: VAF Analysis (Authority -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Authority -> Technology	0.273	-	-
Innovation			
Authority -> Leader Attractiveness		0.407	
Technology Innovation			
Leader Attractiveness ->		0.414	
Total	0.273	0.168	0.441

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

The mediating effect of leader attractiveness on historical consciousness and technology innovation is shown in Figure 4.2.7 and Table 4.2.11. Since VAF value is between 0.2 and 0.8 (VAF = 0.59) the mediation effect of leader attractiveness is partial and as all three beta values are positive, we can say that the partial mediation is complementary in nature.

Figure 4.2.7: Mediating effect of Leader Attractiveness on Historical Consciousness and Technology Innovation

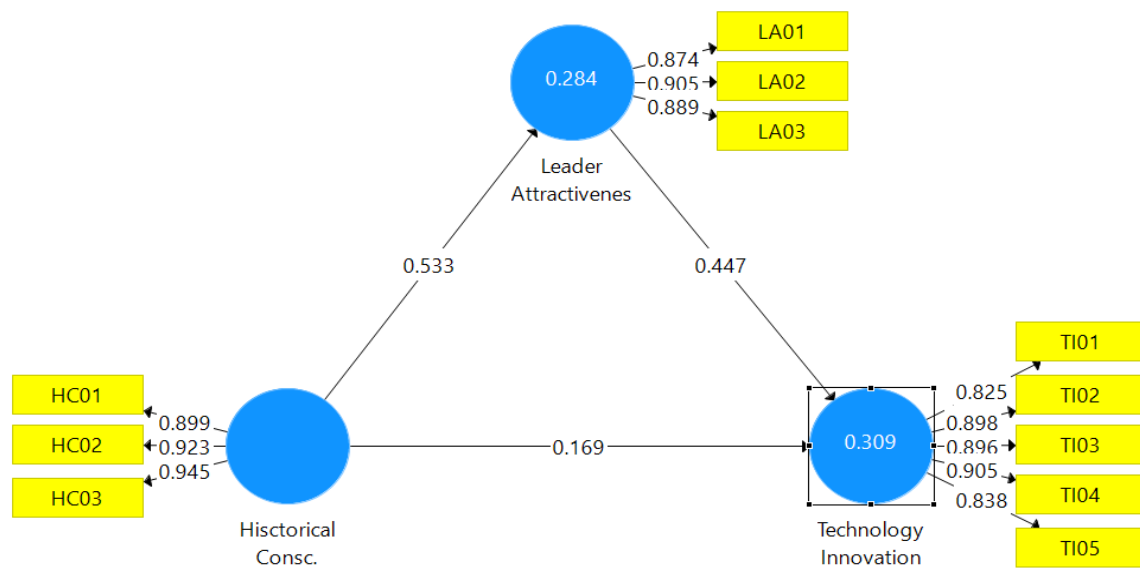


Table 4.2.11: VAF Analysis (Historical Consciousness -> Leader Attractiveness -> Technology Innovation)

Mediation Path	Direct Effect	Indirect Effect	Total Effect
Historical Consciousness ->	0.169		-
Technology Innovation			
Historical Consciousness ->		0.533	
Leader Attractiveness			

Leader Attractiveness ->		0.447	
Technology Innovation			
Total	0.169	0.238	0.407

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software

4.2.4 Predictive Relevance of the Model

Table 4.2.4 indicates that the model has achieved success in explaining the impact of the moves and strategies of business leader on technology innovation. However, the R^2 statistics explain only the in-sample explanatory power of the model (Saari et al., 2021). In order to assess the model's out-of-sample predictive relevance, Q^2 values have been obtained for major constructs using the blindfolding technique, and the results are shown in Table 4.2.12.

Table 4.2.12: Predictive Relevance of the Model

Construct	Q^2 Predict
Leader Attractiveness	0.49
Technology Innovation	0.28

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

It can be seen from Table 4.2.12 that the Q^2_{predict} values are above zero. Hair et al (2019) postulate that " Q^2_{predict} is used to confirm that the estimates have outpaced the most naïve benchmark, which has been defined as the indicator means from the analysis sample." This proves the model's out-of-sample predictive relevance.

4.2.5 Importance-Performance Map Analysis (IMPA)

In order to identify the impact and performance of the constructs with respect to the endogenous construct, importance-performance map analysis (IMPA) has been conducted with technology innovation as the target construct, and the results are shown in Table 4.2.13 and Figure 4.2.8. *Saari et al. (2021)* state that “the results of IMPA demonstrate for which exogenous construct the total effects are important by explaining the variance of the endogenous construct.” It has been inferred from Table 4.2.13, and Figure 4.2.8 that leader attractiveness (0.234), authority (0.144) and output (0.13) have the largest total effects and are important in explaining technology innovation in an organisation (performance leader attractiveness – 46.731; authority – 48.154; and performance output – 47.807). Attitude (0.14) has an above-average total effect, but it scores low in performance (performance attitude – 45.293). Transcendence has a smaller total effect (0.091) but realizes above-average performance (46.515). Flexibility (0.006), historical consciousness (0.099), humility (0.066), and sense of future (0.042), have a very small total effect and also score low in performance (performance flexibility – 45.523; performance historical consciousness – 45.747; performance humility – 45.808; and performance sense of future – 42.023).

If 1 unit of performance of leader attractiveness increases from 46.731 to 47.731, then technology innovation will increase from 49.503 to 49.737. This is the highest increase in the performance of our target variance, that is, technology innovation. Thus it can be said that the leader’s attractiveness plays a very significant role in the technology innovation of an organisation.

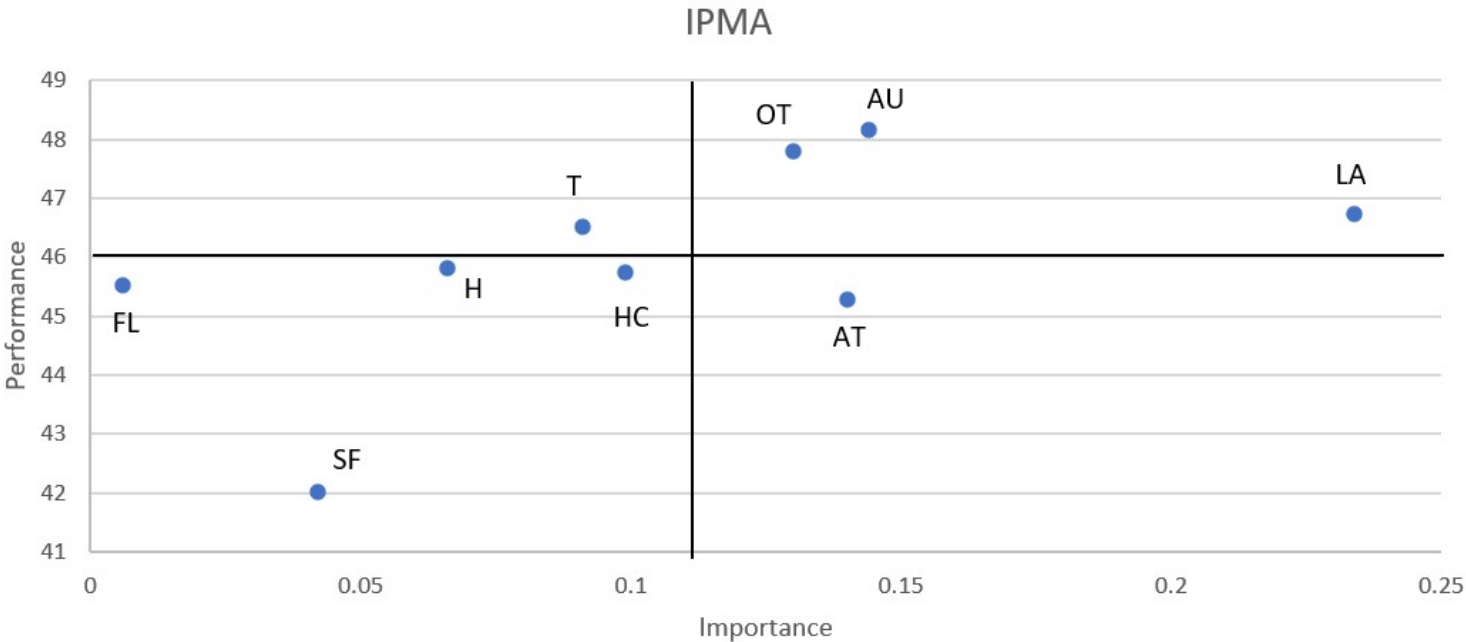
Table 4.2.13: Importance-Performance Map Analysis

	Unstandardized Total Effect	Performance	LV Performance
Attitude	0.14	45.293	-
Authority	0.144	48.154	-
Flexibility	0.006	45.523	-
Historical Consciousness	0.099	45.747	-
Humility	0.066	45.808	-
Leader Attractiveness	0.234	46.731	-
Output	0.13	47.807	-
Sense of Future	0.042	42.023	-
Transcendence	0.091	46.515	-
Technology Innovation	-	-	49.503
Average	0.106	45.956	

Source: Primary Data

Note: PLS-SEM analysis is done using SMART PLS software.

Figure: 4.2.8: Importance-Performance Map Analysis



Note: LA = “Leader Attractiveness”, HC = “Historical Consciousness”, SF = “Sense of Future”, AU = “Authority”, FL = “Flexibility”, AT = “Attitude”, OT = “Output”, T = “Transcendence”, H = “Humility”.

Unit 5: Discussion

The study findings show that the construct leader attractiveness has the largest total effect among the study constructs and has a significant large positive impact on the endogenous construct of the study – technology innovation. If 1 unit of performance of leader attractiveness increases from 46.731 to 47.731, then technology innovation will increase from 49.503 to 49.737. This is the highest increase in the performance of our target variance, that is, technology innovation. Thus, it can be said that the attractiveness of a business leader among his employees plays a very significant role in the technological innovation of an organisation.

Innovation refers to change in thinking first, in things that produced by that thinking and in the processes of this change. In method, content, and process innovation brings new change that increases the efficiency of an organisation. Innovation begins with a creative idea. In real sense, creativity and innovation are interchangeably used. The former mostly is in art and literature and the latter in business sectors. The leadership of *Google* has demonstrated this idea of innovative strategies. “In 1996, two Stanford University doctoral students in computer science, Sergey Berin and Larry Page infused innovation into the internet world. In May 2007, *Google* had 65.2 percent of all U.S. internet searches”. It is innovative in the sense that web-based links and ‘click-through’ ads bring in for a searcher/surfer all in one page. Every page is connected to other million pages. The key ingredients of Google innovation are: “a wafer-thin hierarchy, a dense network of lateral communication, a policy of giving outsized ideas, a team-focused approach to product development, and a corporate credo that challenges every employee to put the user first”. Innovation is behavior in the world of Google. Innovation becomes an attitude in most of the successful companies and organisations. A leader leads by example this innovation. That produces results, which contributes to social growth and change. Innovative leader is a productive leader. This

makes her stand above the rest. Not what she talks, but what she does is what makes the kind of leader she is.

The *Toyota Production System* (TPS), which is a byword for Toyota, was born out of passion for facts. Good thinking should lead to good products, said Eiji Toyoda.

Productivity, in TPS, consists of ‘actual object, the actual site and the actual facts’. If you want to perform and produce results, you should show in actuality. What use that Ideas have if they are not translated into actions. In Toyota, they developed a system in which workers in the car plant must conceive an idea for a component and make that component on that day itself. In the TPS, everyday a definite number of units are planned and workers produce them on that day itself before they go home; if they have not done so, they were not allowed to go home. It applies to leadership in any organisation. Real leadership lies in application of ideas to produce results. To apply ideas the synergy which the leader gains from his team is essential and attractive leaders are capable of creating synergy in the team and make the employees work on an unified front.

Followed by leader attractiveness, the next significant construct having the highest total effect on technology innovation of an organisation is authority. It could be noted, the findings of the study showed that authority has a significant negative impact on leader attractiveness but has a significant positive impact on technology innovation. However, the VAF analysis showed that the nature of mediation showed by leader attractiveness on authority and technology innovation is complementary in nature. Hence, to bring in significant innovation in the organisation, a leader must be capable of exercising sufficient authority, whenever needed.

Power and authority come from within. It is in the ways in which you have faced life and realised achievements. In fact, what we have seen in the last two moves and energies –

historical consciousness and being a visionary – are the ones that give the power and authority to a leader in an organisation. What did you learn from your past? How did you infuse into you the history of the organisation you work with? What is your vision for your role in the organisation and for the overall realisation of the objectives of the organisation? These determine your power and authority in the role you have as HR leader.

Rightward move denotes the energy of power and authority. We have heard people say ‘he was like my right hand, I have lost him’; or he is a right hand man for that guy’. The right hand is used in many cultures to refer to power and authority. The right hand is used to rule, order and denotes power. It refers to nobility. Moving rightward is to realise the energy of authority.

I use the word ‘authority’ instead of power. Authority is the right given to act, as indicated in the structure of the organizational hierarchy. This authority helps one to influence in the behaviour of others. Power is the potential force that others see you as a person to possess and you are capable of influencing the actions of others. Power, then, is a psychological force that identifies the potential of a person as perceived by others. Power gives authority and authority provides energy to influence others and their behaviour. At the same time a person may be low in the hierarchy of authority but she may have significant power due to personal talents, political connections, expertise in a subject and so on. She might be able to wield influence more than the CEO of an organization in order to achieve growth:

‘increasing customer focus, enhancing employee involvement, instilling positive change into our culture and ultimately creating bottom and top line growth’ as suggested by Six Sigma

In the process of HR leadership, there is always a conflict between Line Authority and Staff authority. The Line authority is in charge of productions proper and the Staff Authority advises and provides consultancy to line units. HR leadership normally has Staff authority.

But Line Authority has more power and influence than Staff Authority in the production of goods and services. But HR leader could have greater influence purely by her competence of authority to create a greater amount of understanding across the organization, of the values and goals of HRD programs and processes. Here, the HR leader is a specialist; she facilitates; functions as a change agent; she controls the process. In this context, HR leader needs a sense of authority that comes from one's own personality rather than legitimate power given to her.

Therefore, the energy of authority we deal here in our dynamo competence for HR leadership is the ability to persuade others and influence in others' behaviour in an organisation. For example, you have an idea for progress of the organisation and you want everyone, including your line manager, to listen to it and act accordingly to achieve the end. What you need here is persuasive skills. This does not come merely from the position of power you have in the organisation that your work force will perceive as a threat. Power would not yield lasting growth for your organisation. Power can come from three ways: wealth, violence, and knowledge. The power based on force ('condign') will only produce work force that work under fear. On the other hand, if you provide incentives as a compensation for the work, when the incentives are not available the work force will lose the fire to work. These two are called fear or fodder way of organizing work. But if you are capable of persuading the workforce to work with a deep sense of emotional attachment to the organization, the productiveness will be greater and long lasting. Your authority should come from your capacity to persuade others to listen to your ideas.

Authority as the capacity to persuade comes from your knowledge of who you are and what the organisation intends to do. Going beneath your positional power you need to touch the zones of coherence in others by the way you make your statements. A persuasive person should also draw energy from her physical fitness. Many think conventionally that if you

want to be a HR leader who has the ability to persuade does not need to be fit physically. That is wrong. If you want to be physically fit, you need to be disciplined to have habits – eating, and sleeping. When you want to go for walk, there will always be a tendency to think, ‘tomorrow I can go for walk’ and tomorrow will never come. We will always have excuses for not doing the workouts in gym or going for a walk. This is because we do not have the fighting discipline. When you are determined to keep your body fit, your mind will also be sharp and focused. If you want to shed two kilos of your weight, you will do it against all odds. This disciplined life also gives you the persuasive power. Because in exercising, you constantly persuade yourself to train hard and to avoid excess in eating and sleeping. You will make efforts to understand your body and its nature. You will have an insight into your body. And in the same way, you will relate to people who are disciplined like you. Physical power (Physical Quotient - PQ) is constituent part of your authority as a leader.

As per the Important Performance Map Analysis (IMPA), the third important construct affecting technology innovation is output. The energies and moves of the historical consciousness (*backward*), vision (*forward*), power (*rightward*), affective maturity (*leftward*), and inner attitude (*inward*) must be expressed in concrete output (*outward*). Thinking, feeling, and skills that a leader gains from five moves and five energies lead to production of results.

Being productive must be based on relevant actions for a particular time. Your productive approach should be born out of a careful reading of the signs of the time. Observing what goes on around guides your ways to a productive and positive life. That observation gives you what you should think and act. There is no action relevant for all times. Every moment in time and history demands a particular action apt for that time. Therefore, you need to read the signs of time that would give you an idea of what you should do. Put it differently, you

need to understand trends and patterns of life and human behavior and accordingly design your leadership. And you need to be sensitive to grasp what the world needs today and would need tomorrow. Accordingly, you need to evolve your style of leadership. When India was in need of subaltern leadership, Ambedkar stepped in to provide a brand of leadership that echoed the yearnings of the marginalised. In the time of war and killings, Mahatma Gandhi provided a non-violent leadership that focused on the importance of inner resolve against evils and domination. But for our times, that kind of leadership would be rendered irrelevant although some ideas of that leadership might be helpful. Every time and historical junction requires a type of leadership style that insists on being productive specific to that time and reality. You need to read it in the pages of reality. That would inspire you to be innovatively productive.

Based on your reading of the signs of time, you need to develop different ways of making the group for which you are responsible for, productive. Not just only one way of being productive. That design must be experimented in your activities of leadership. When you put the style of leadership into use, you will surely come to know the impact of it. When you insist on being productive and putting words into action all the time, you should also constantly check with people about their impressions about it. Experimentation should begin with a small group that would give you an objective feedback. You should be able to give the group different ways of being productive. And realise carefully what impact it makes on individuals and the organisation. Then choose those ways of being productive that are sharp in their content, style and dynamics. As always, experimentation purifies the ways of doing things in life and helps us choose the best possible way of doing it.

Performance needs direction and focus to achieve goals. Often high performers tend to become self-centred and egoistic. In the same way, they need appropriate and timely recognition. This would accelerate innovation and production. In your group, you will see

performers who do more than they speak. Performers tend to lose sight of boundaries and they fail to be moderate and appropriate. They need gentle reminders to help them not to cross the limits. Leadership lies in this sense in guiding performers not to lose sight of the fundamentals of the vision and mission of the organisation while they are productive and creative. And the performance should be regulated performance. This regulation lies in organising the performers in a way that they inspire others who are underperforming.

Usually, high achievers and performers tend to disregard others as 'useless'. They become an elite tribe isolated from the rest. Instead, the dynamo leadership should be able to stand in between the performers and non-performers to initiate the performers to infuse their productive energy into the non-performers. A leader, in many organisations, has a tendency to align with performers to achieve goals. What greatness is there in making the performers perform? Instead, a leader should organise the non-performers or under-performers to become performers by placing them in the school of performers. This needs persuasive skills with performers and enormous patience with under-performers.

Being innovatively productive often is stalled by lack of humility to learn from mistakes. High performers accept their limitations and mistakes by which they refine their performance. Humility is a fine quality by which one realises the real worth of herself and removes pretensions. This helps us shift our focus from one's ego to the purpose that is set before us. By being humble one becomes open to possibilities. Mahatma Gandhi puts this in a nuanced way. Truth liberates. But truth without humility enslaves. Truth here is energy. But if that energy is not accompanied by the energy called humility, that energy (truth) will not be useful. In the process of being and becoming productive, we tend to lose sight of the mistakes we make. This oversight costs us dearly. Seisei Kato summed up the leadership model by saying: "Never fail to reward merit, but never let a fault go unremarked."

This is to find strength in weakness. Productivity is conventionally seen as something which results from strength. Not entirely true. It lies more in the ways by which we learn from mistakes we make in the productive process. You see this in the lives of high achievers. The origin of their greatness is in their realisation of 'low'ness (*humilis*). In this sense, a leader should often direct her attention to her mistakes and deficiencies in order to achieve goals in concrete terms.

Productive and innovative leader is skilled both in word and action. Communication skills are crucial to persuade others to perform. Communication is not simply speaking some words. Instead it is a transfer of energy. In any good communication, only seven percentage is in words we speak; fifty-five percentage is in body language, gestures and eye contact; thirty-eight in the tone/voice. Leadership cannot achieve results unless she has the ability to communicate. Leader should communicate a sense of confidence and control to the people she works with. She should let her people know her own feelings about the change. The people around her learn the degree to which she trusts their abilities to get through the change. More importantly, she must communicate a sense of purpose and commitment. Communication, the leader has connects with the people. This connectivity produces results. Effective communication decreases resistance, and encourages moving through the change effectively and positively. If there is any miscommunication it will not only decrease productivity but it will also lead to conflicts. A leader sends, through words, actions, body language and tonality of voice, the messages about her and the changes she intends in her organization. In addition, she should verify that the message she intends to send is actually received and interpreted the way she intended. To do this, she must listen to the people she communicates with. This type of communication builds bonds between the leader and the people she leads.

The study finds that constructs - historical consciousness, sense of future, attitude, output and transcendence - have a significant positive impact on attractiveness of a business leader among the employees of the organisation she leads.

David McCullough, a two-time Pulitzer Prize Winner and author of many books on leadership, in his interview said that we needed leaders who have a sense of history in their roles as leaders. For him, history teaches how to behave, what to do and what not to do in different contexts. Being aware of what happened before and what impact that has on what is happening now is crucial for a HR professional.

History, culture and language shape peoples' identity. The ways in which we lived our lives in the past and the people who were part of our lives in the past, contribute to the life we lead today and the type of people we are today. The past makes an impact on the present. We learn from the past. We shape our personality by the wisdom we learnt in the past. To gain the wisdom of the past, we need to move *backward*. Backward movement is to go back to the road we travelled, to the people who accompanied our journey and to the experiences that we had. This *going back* purifies the present life and helps to formulate the framework for the future.

Knowing your past provides your identity and a sense of the present and the future. It provides a guide map for the future and the wisdom to navigate in that map. Managing yourself and organisations, first involves understanding the history of yourself and the organisation you work for/with. The way you have lived your past and the experiences you have had, provides a set of values, ideas of life and guidelines to behave and conduct yourselves. If you are seen as an angry person, it is the result of your past life. There has been something that has made an impact in your personality to be and behave like that. The place you were born and brought up, the kind of parents and siblings you have and the type

of people you encountered in the past have all shaped you to become what you are today. These often do not get relived. It is just deposited in you. You are not conscious of them. But they remain within you and direct you to feel the way you feel and speak the way you speak. Therefore you need to comprehend them in order to have a proper self-image.

As a HR professional you should always be in touch with your past, particularly the ways you were brought up. This historical consciousness makes a person more grounded. And you have to own up the past. When you do not own up the past history, you will get inclined to hide it and you will attempt to put on a different persona. That is your unreal self and you know it, but you have no other go, because you have not made peace with your past. This kind of a person is often an insecure person. You will not be able to lead a group properly. You might be successful. But at the end of the day, when you go to bed you know you have not done it. There will be an emptiness crying for fulfilment. You need to learn from your past. You should be bold and open to say: “These are my parents; this is the place where I grew up and this is what I am”. For this, you need to go back to your past. And you have to re-look at the major events and experiences you have had. Walk again with the people with whom you have travelled. It is an internal training process. It is a meditation, about which I will explain soon. This kind of person will behave naturally and they will be at ease with her-self. You need to have a positive idea about your past. If not, you need to develop one. Such a positive idea gives you an inner freedom and makes you a free person. In turn, this helps you understand the people who work with you. You could easily feel into their persons.

Similarly, in working with and for an organisation, you need to know its past. It alters your ways and guides your actions. “When it comes to analysing business scenarios, projecting organizations into their past might be as important as projecting them into their future. In this sense, historical knowledge might be seen as part of business knowledge. Past, present

and future would be seen as cycles of structuration, possibilities and constraints”. You need to learn and understand first: who started this company, why he or she started it, what are their experiences in the process of growth and what are the policies that were given from their past experiences. You need to have a comprehensive idea about the organisation in which you work. You need to make a trip to the historical milestones of the organisation and walk step by step on the road it has travelled so far. This makes you a member of that history: *re-member*. You need to re-socialise yourself into the organisation and imbibe the original charisma and vision for which the organisation was founded. By doing so, you will connect with the core structure of the organisation. You will root yourself in the soil of the organisation. There will be an emotional attachment to it. And automatically your work in the organisation will be authentic. People who work with you will feel your sense of loyalty to the organisation and seeing this, they will contract this spirit. It is contagious. Then you do not have to tell them what to do. On their own, they would create jobs that would promote the growth of the organisation. Pamela Marrone, the founder and CEO of *Marrone Organic Innovations*, says “I made a lot of mistakes on the hiring front in that I hired people who were technically competent and had the right industry background, but didn’t actually have the same values that in the founding team did. This had devastating consequences for everyone because...they actually didn’t believe in the mission and the vision of the company, and were working countercurrent to what we wanted”. It is a question of alignment that a HR manager or a leader should have with the organisation she works for. You may be technically competent but if you do not know and understand the original vision of the organisation, you will one day, if not now, be seen as a liability. Therefore, you need to choose a company that suits your values and ideas of life. And build your self-image by going back to your past and then emotionally enter into the history of the organisation you

work with and mould yourself into a leader who knows her past and has learned from it and who has imbibed the history of the organisation.

Historical consciousness is an energy that a leader needs to ground herself on what had gone before and what lessons it can teach her.

The success of an organisation depends mainly upon “how well the organisation can anticipate or adapt to the unforeseen”. You should be able to see the future in sight. This is the ability to see future in sight *now*. It is a capacity to predict what would happen by observing the present state of affairs. It is a *forward thinking*. You move forward by learning from the backward move. Normally we always move forward to achieve anything. If we want to reach a place on foot or by a car, we journey forward. Not backward. Of course, sometimes we need to take reverse gear in order to correct or negotiate our forward journey. But moving forward always denotes making progress in journey or in our work. We need to move on in life in order to realise changes or progress in the process of growth.

The energy of moving forward is the capacity to see the future in the present. If you want to be a successful person you need to have a vision. Don't think that there is already a vision that is given by the organisation you work in. You need to have your own. Your vision is a combination of the vision of the institution and your life's vision. There must be some coherence between the two. This similarity only connects you with the organisation and you with the life and the work you are engaged in. As a HR professional you have to keep the picture of what you want the organisation to be, on your desk. You should make a map of it and keep it in your purse. And you should hang it on the rear mirror in your car. You should write it on a paper and paste it on the bathroom's door. And you need to paste that on the ceiling in your house, above your bed, so that it keeps you awake even in your sleep. The

designs of that vision must fall in place in your mind constantly. It should run like a film with sound and images. At the end of every day, if you check you will see how much you have progressed towards the goals of the vision.

Having a sharp vision keeps you strongly motivated. You have something tangible to live up to. This vision gives you the reason to get up from your bed every morning. You are seen as a fired person, because you passionately love the vision of the work you are assigned to.

You are alert mentally. You are conscious of your inner movements that direct you constantly. The vision would make you avoid events and activities that distract you from actualising the vision. Naturally you become interested in making you physically fit so as to achieve your goals.

You need to make plans. You have to have a map of your daily plan, monthly plan, yearly, five-year plan and life plan. The plan for your life manifests in all other plans. Daily, monthly and yearly plans are just extensions of your life plan. Human resource management (HRM) process starts with human resource planning (HRP). Based on the organisations' objectives, the planning should be framed. How many people do we need? When do we need them? What skills and competencies should they have? Where do we find them? What would be the cost of employing them? How do we plan to allocate them in different positions? The HR professional aligning with the line managers must be able to answer these questions and the type of answers will have the capacity to determine the success of an organisation.

When you are a visionary, you become a contagious person in your work place. The people, who come in touch with you, feel the spark in you instantly. They see you as a single-minded person. They contract your visionary state. You will become a natural leader,

because you have something to contribute and you are itching to realise the vision you have within.

Moving inward in the process of building the competence provides the ways in which you see this world, people around you and your life. This is your view of the world. This is your attitude. This makes what you are and what you can become. Attitude to life is what gives meaning to one's life. Maya was able to overcome the horrendous suffering she faced in her life and this transformation into the person what she is today has been possible simply because of the attitude she developed towards life.

Attitude is composed from various forms of judgments. It develops from “affect, behavioural change and cognition. The *affective* response is a physiological response that expresses an individual's preference for an entity. The *behavioural intention* is a verbal indication of the intention of an individual. The *cognitive* response is a cognitive evaluation of the entity to form an attitude. Most attitudes in individuals are a result of *observational learning* from their environment”. What you go through in your experience from your childhood until date forms your ways of looking at this world.

In your experience of life from your childhood you develop a mind-set that helps you to perceive everything and that perception guides you to respond to a situation. As a HR leader you need to know about your attitude to life: What is your attitude to food and eating? What is your attitude to physical body? What is your attitude to gender differences and discriminations? What is your attitude to human relationships? What is your attitude to God/religion/spirituality?

Your answers to these questions will demonstrate clearly your ways of seeing the world. They form your attitude that would determine your performance as a HR leader. People around you would see this attitude of yours in the ways you think, feel, and act. You can

easily identify the attitude of people by learning their attitude to food and eating. Food and eating might look trivial, but it can open doors to one's world, and her ways of life. Consider this example. I know a friend. Let us call him Valentine. From his childhood until in his college days, his mother scolded him always before serving food and hated him for eating heavily. He hated his mother for this. He loved eating. And after eating good food he would sleep for hours. He was passionate about it. Later he went abroad for work where he enjoyed the freedom of buying his food or cooking his food. Sometimes he would buy two kilograms of lamb and cook it in ghee and eat it himself. He related with people who like good food. He used to drive many hours, ten hours sometimes, to go to a place or a restaurant to eat. On weekends, he would go for hiking and eat variety of food and go to sleep for 24 hours. He hated people who disliked eating. He would get angry if anyone commented on his liking for food. His attitude to life centres on food and eating. Deep down in him, he thinks that good life means eating good food. Good life is a life in which you earn good money and eat good food. He wants his future wife who would love food. What would be his performance as a leader? He is an efficient leader in an IT company. But his attitude to food controls and dominates his work ethic in the company. He looks for any excuse to organise a dinner. This has enormous impact on his performance. He ignores or isolates himself from the people who have no liking for food. From this stems his approach of life that it is meant to satisfy desires and fulfil just physical pleasures. Values such as justice and equality would be relegated to the background. Enjoyment would be his prime aim. And he would everything, even human beings, to satisfy his cravings. This person's leadership role would be poisonous in the body of society or in an institution.

As a competent leader you need to have an attitude of authenticity. To be authentic is to be driven by the values of beauty, goodness and truthfulness. These three values are the foundational philosophy of life. The attitude of a leader should stem from these three values.

And she should approach her life and work with this attitude. This would define her character. Character is more than personality traits. Personality traits such as ways of acting, habits, maturity, preferences, skills, talents, and abilities are superficial dimensions in a person. Character refers to your moral worth that is formed by beauty, goodness and truthfulness. One's character does not wholly come from the money she earns or the position she holds or the background she comes from. Rather it comes from the responsiveness to the objective values of beauty, truth, and goodness. If one denies these values or use them for selfish ends, she will lose first of all the meaning of life. She will not be a leader who attracts people and persuade them to action. These three virtues provide the ground on which a personality stands. A good character formed by the virtues becomes responsive to good reasons that reveal good values. People with good character will feel and behave 'at the right times, about the right things, towards the right people, and in the right way'. Therefore, attitude of a leader in an organisation should come from her character that is formed by virtues of beauty, goodness and truth. In brief, the character of dynamo leadership must be able to sense and be receptive to the beauty of this cosmos, should be eager for truth and find fulfilment in mutual help and love. This is necessary in today's modern (or postmodern) life that is devoid of beauty and meaning, only frantic rush and craving for pleasure and money. This has made our lives bleak and nothing but transient moments of consumption. The leadership should have the competence that helps to see the beauty of the world, and be responsive to goodness and truth.

Steve Jobs, CEO of Apple Computer and of Pixar Animation Studios, shows a type of leadership that transcend limits. Transcending limits is one of the core dimensions of leadership. "Steve Jobs does not hold any academic degree. He was born of unwed mother and was given to adoption. He did not have a dorm to sleep. He slept on the floor of his friends' room. He returned coke bottles for the 5¢ deposits to buy food with, and he would

walk the 7 miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. He found the company named *Apple* at the age of 20. Later when he was thirty years old, he was sacked from the company he started". He said in his address at Stanford, "So at 30 I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating." But he did not give up. "He started another company named *NeXt* and later another company named *Pixar*". He created the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. The company, Apple, from where he was fired, bought *NeXt* and he returned to Apple, and the technology he developed at NeXT became the heart of Apple's renaissance.

The reason for his success is that he never saw any limitation or failure as an obstacle. Instead, he saw everything that stood in his way as something that would give him a new way of realizing his dreams. He moved on, he was never happy with settled foundations. This is the spiritual energy that helped him tide over the obstacles in his life.

Leader must transcend boundaries and limitations. Some trivial matters or deficiencies in the organisation she leads should not bog her down. She must move on. Stand above all that is destructive. Crisis or conflict should not limit the true leader from acting effectively. Rather she must learn from it and go beyond. This is a spiritual energy. Carnality shows limits. It is weak and fragile. Spirituality is limitless and strong. It helps a person to be hopeful in hopelessness. When you feel that everything is lost, the spiritual energy guides you to gain energy in order to regain yourself. The word '*spirit*' in Latin means 'breath'. Breath refers to life. Any spiritual person must breathe life into others and into the world around. She should never experience breathlessness. In any situation of death/darkness, a leader with this spiritual energy generates life and takes efforts to give life to lifelessness.

This is why we should not understand the idea of transcendence narrowly, referring to God or in the religious sense only. The word ‘transcendence’ has three meanings: it is a) an act of surpassing usual limits; b) a state of going beyond the normal perception; c) a state of being free from constraints of the material world. For a leader, limits and boundaries should not be seen as restrictive forces. Instead, in an integrated leader, limits must open up new ways of being creative. Every time she faces a limit or a restriction, or a deficiency she must be energised to look for innovative ways to flourish.

Leaders with the energy of transcendence detach themselves from limiting inordinate attachments. Detachment is a key to mature leadership. Detachment from power, money and possessions gives a leader enormous mental facility to be calm and take discerned decisions. Attachment to them makes a leader insecure and to protect them she will use her position.

Do I suggest that leaders should not have possessions and attachments? No. There are two kinds of attachments. One is ordinate attachment and the other is inordinate attachment. The former is healthy and purpose-driven and the latter is unhealthy and it distracts one from the goal that she has set for herself. A mature leader transcends inordinate attachments, she does not allow them to distract herself from the purpose of life and work. If you delve into the history of failed leaders, you will find that their inordinate attachments made them went away from the goals of the companies. Attachment to power, money and wealth creates negative energies that give insecure mental states.

As the R^2 value of leader attractiveness (mediating construct) is more than 0.681 (greater than 0.5), we can say that the theoretical model of the study has achieved a high level of success in predicting leader attractiveness; and as the R^2 value of the endogenous construct is 0.38 (greater than 0.1), we can say that the model has achieved a medium level of success in predicting technology innovation. (*Hair et al., 2019*)

Unit 6: Conclusion

There is a gap in the literature on the impact of leadership behaviour on organisational outcomes in general and technology innovation in particular. Further, the literature review has shown ample proof of the existence of eight strategic moves and energies of a business leader which to a greater extent determines his / her leadership competence. There is a lack of studies on the impact of these moves and energies on the level of technology innovation in an organisation. Furthermore, the impact of these moves and energies on leader attractiveness is not empirically established so far. Hence, the present study aims to understand the impact of the strategic moves and energies of a business leader on the technology innovation of an organisation.

To study the impact of the strategic moves and energies of a business leader on technological innovation, a theoretical model has been developed based on the existing literature on anthropology, personnel management and innovation. Eight constructs: historical consciousness, sense of future, authority, flexibility, attitude, output, transcendence and humility were framed to capture the employee perception of the business moves and energies of their leaders. Employee perception of the attractiveness of their business leaders is used as the mediating construct of the study. Finally, the perception of the employees on the level of technology innovation in their firm is taken as the endogenous construct.

G* power software has been used to compute the required sample size needed for the theoretical model of the study. The output showed 485 is the minimum sample size required for the study. In order to ensure the statistical accuracy of the model and to reduce both Type I and Type II errors, a sample size of 600, has been used. Snowball and convenience sampling technique has been adopted as it will be difficult to get honest responses from

employees about the capacity and attractiveness of their bosses. The study is mainly based on primary data. The opinions of the respondents were collected using a well-structured questionnaire.

The required data were gathered from 600 respondents. PLS-SEM assessment is done using SMART-PLS software.

The study established that historical consciousness, sense of future, authority, attitude, output and transcendence are the significant factors affecting leader attractiveness in an organisation. Leader attractiveness and authority are the only two variables that have a significant impact on technology innovation. The mediation analysis shows the existence of partial complementary mediation of leader attractiveness on historical consciousness, sense of future, authority, attitude, output and transcendence, in their relationship with technology innovation.

The structural model has achieved a moderate-to-high level of success in explaining the impact of the business moves and strategies of a business leader on the technology innovation of an organisation.

The Important-Performance Map Analysis (IPMA) has shown that leader attractiveness is the most significant factor affecting the technology innovation of an organisation. If 1 unit of performance of leader attractiveness increases from 46.731 to 47.731, then technology innovation will increase from 49.503 to 49.737. This is the highest increase in the performance of our target variance, that is, technology innovation.

Based on the IPMA results, it is recommended that the attractiveness of a business leader among his/her employees to essential to boost technology innovation in an organisation. The reflective variables of leader attractiveness identified in the study are trustworthiness,

perceived expertness and being seen as a visionary. Hence, business leaders must assess his/her score on these aspects constantly among their employees and only by being attractive the leader can bring in the needed synergy to produce innovation.

The study is limited to respondents in the major cities of India and due to the paucity of resources and also because of the nature of the study, snowball and convenience sampling have been adopted. Further, the study measures the impact of the strategic moves of a business leader only from the perception of the employees. Hence, future studies can explore the insight of business leaders on the rationale behind their strategic moves and energies and their perception of how attractive they are among their employees.

BIBLIOGRAPHY

- Ahonen, S. (2005). Historical consciousness: a viable paradigm for history education?. *Journal of Curriculum Studies*, 37(6), 697-707.
- Anteby, M., & Molnar, V. (2012). Collective memory meets organizational identity: Remembering to forget in a firm's rhetorical history. *Academy of Management Journal*, 55(3), 515-540.
- Anteby, M., & Molnar, V. (2012). Collective memory meets organizational identity: Remembering to forget in a firm's rhetorical history. *Academy of Management Journal*, 55(3), 515-540.
- Aswathappa, K. (1997) 2002. *Human Resource and Personnel Management*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Boxall, Peter. *Et al.* (2007). *Oxford Handbook of Human Resource Management*. Oxford: Oxford University Press.
- Cain, M.K., Zhang, Z. and Yuan, K.H., 2017. Univariate and multivariate skewness and kurtosis for measuring nonnormality: Prevalence, influence and estimation. *Behavior research methods*, 49(5), pp.1716-1735.
- Carlson, K. (2010). *The power of place, the problem of time: Aboriginal identity and historical consciousness in the cauldron of colonialism*. University of Toronto Press.
- Carpenter, M.A., Geletkanycz, M.A. and Sanders, W.G., 2004. Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition. *Journal of management*, 30(6), pp.749-778.

Collins, Jim. and Jerry I Porras. (1994) 2002. *Built to Last: Successful Habits of Visionary Companies*. New York: Collins Business Essentials.

Conrad, M., Létourneau, J., & Northrup, D. (2009). Canadians and their pasts: An exploration in historical consciousness. *The Public Historian*, 31(1), 15-34.

Curran, J. and Loganbill, C.R., 1983. Factors affecting the attractiveness of a group leader. *Journal of College Student Personnel*.

Curran, J. and Loganbill, C.R., 1983. Factors affecting the attractiveness of a group leader. *Journal of College Student Personnel*.

Delery, J., and Doty, D. 1996. Modes of Theorising in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions. In *Academy of Management Journal*, 39/4: 802-835.

Den Heyer, K., Laville, C., Lee, P., & Letourneau, J. (2004). *Theorizing historical consciousness*. University of Toronto Press.

Down, S. (2001). Knowledge sharing review: The use of history in business and management, and some implications for management learning. *Management Learning*, 32(3), 393-415. Retrieved from <https://search.proquest.com/docview/209867577?accountid=39490>

Eilbert, H. 1959. The Development of Personnel Management in the United States. *Business History Review*, 33/5, pp. 115-30.

Ericson, M. (2006) Exploring the future, exploiting the past. *Journal of Management History*, 12(2), 121-136.

- Evans, P. et al. 2002. *The Global Challenge: Frameworks for International Human Resource Management*. New York: McGraw-Hill.
- Farnham, D. 1921. *America vs. Europe in Industry*. New York: Ronald Press.
- Foley, B. (1978). From USA to Ragtime: notes on the forms of historical consciousness in modern fiction. *American Literature*, 50(1), 85-105.
- Foster, W. M., Suddaby, R., Minkus, A., & Wiebe, E. (2011). History as social memory assets: The example of Tim Hortons. *Management & Organizational History*, 6(1), 101-120.
- Freidel, D., & Shaw, J. (2000). The lowland Maya civilization: historical consciousness and environment. *The way the wind blows: Climate, history, and human action*, 27, 299.
- Frímannsson, G.H. (2017). Moral and historical consciousness. *Historical Encounters: A journal of historical consciousness, historical cultures, and history education*, 4(1), 14-22.
- Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organizational identity, image, and adaptive instability. *Academy of management Review*, 25(1), 63-81.
- Glencross, A. (2010) Historical Consciousness in International Relations Theory: A Hidden Disciplinary Dialogue, Conference paper presented in Millennium conference, University of Aberdeen
- Gosselin, V., & Livingstone, P. (Eds.). (2016). *Museums and the past: Constructing historical consciousness*. UBC Press.

Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M., 2019. When to use and how to report the results of PLS-SEM. *European business review*.

Hambrick, D.C. and Mason, P.A., 1984. Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), pp.193-206.

Hansen, P. H. (2006). Networks, narratives, and new markets: The rise and decline of Danish modern furniture design, 1930–1970. *Business History Review*, 80(3), 449-483.

Hansen, P. H. (2007). Organizational culture and organizational change: The transformation of savings banks in Denmark, 1965–1990. *Enterprise & Society*, 8(4), 920-953.

Hansen, P. H. (2010). Cobranding product and nation: Danish modern furniture and Denmark in the United States, 1940–1970. In *Trademarks, brands, and competitiveness* (pp. 95-120). Routledge.

Hansen, P. H. (2012). Business history: A cultural and narrative approach. *Business History Review*, 86(4), 693-717.

Harrison, A. Y. (2008). *Reconstructing Somerset Place: Slavery, memory and historical consciousness*. Duke University. <https://www.socwork.net/sws/article/view/21/60>

Jervis, L. L., Beals, J., Croy, C. D., Klein, S. A., Manson, S. M., & Team, A. S. (2006). Historical consciousness among two American Indian tribes. *American Behavioral Scientist*, 50(4), 526-549.

John, L., & Comaroff, J. (1987). The madman and the migrant: Work and labor in the historical consciousness of a South African people. *American ethnologist*, 14(2), 191-209.

- Kaufman, Bruce E. 2007. The Development of HRM in Historical and International Perspective. In
- Kellerman, B. (2012). *The End of Leadership*. Harper Business.
- Kelly, M. (2012). *Owning Our Future: The Emerging Ownership Revolution*. Berrett-Koehler.
- Khaire, M., & Wadhvani, R. D. (2010). Changing landscapes: The construction of meaning and value in a new market category—Modern Indian art. *Academy of Management Journal*, 53(6), 1281-1304.
- Kieser, A. (1994). Why organization theory needs historical analyses-and how this should be performed. *Organization science*, 5(4), 608-620.
- Kirsch, D., Moeen, M., & Wadhvani, R. D. (2014). Historicism and industry emergence: Industry knowledge from pre-emergence to stylized fact. *Organizations in time: History, theory, methods*, 217.
- Koselleck, R. (2004). *Futures past: on the semantics of historical time*. New York: Columbia University Press.
- Kroeze, R., & Keulen, S. (2013). Leading a multinational is history in practice: The use of invented traditions and narratives at AkzoNobel, Shell, Philips and ABN AMRO. *Business History*, 55(8), 1265-1287.
- Kurzahls, C., Graf-Vlachy, L. and König, A., 2020. Strategic leadership and technological innovation: A comprehensive review and research agenda. *Corporate Governance: An International Review*, 28(6), pp.437-464.

- Laloux, F. (2014). *Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness*. Nelson Parker.
- Lorenz, W., Coussée, F., & Verschelden, G. (2010). Historical consciousness in youth work and adult education. *Social Work & Society*, 8(1), 32-45.
- Lorenz, W., Coussée, F., & Verschelden, G. (2010). Historical consciousness in youth work and adult education. *Social Work & Society*, 8(1), 32-45.
- Lubinski, C. (2018). From 'history as told' to 'history as experienced': Contextualizing the uses of the past. *Organization Studies*, 39(12), 1785-1809.
- Macdonald, S. (2006). Undesirable heritage: Fascist material culture and historical consciousness in Nuremberg. *International Journal of Heritage Studies*, 12(1), 9-28.
- Macduffie, J.P., and J.F. Krafcik., 1992. Integrating technology and human resources for high
- Mahoney, T., Deckop, J. 1986. Evolution of Concept and Practice in Personnel Administration/Human Resource Management (PA/HRM). In *Journal of Management*, 12: 223-41.
- Mordhorst, M. (2008). From counterfactual history to counter-narrative history. *Management & Organizational History*, 3(1), 5-26.
- Mordhorst, M. (2014). Arla and Danish national identity–business history as cultural history. *Business History*, 56(1), 116-133.
- Mordhorst, M. (2014). Arla and Danish national identity–business history as cultural history. *Business History*, 56(1), 116-133.

Mordhorst, M., Popp, A., Suddaby, R., & Wadhvani, D. (2015). Uses of the past: History and memory in organizations and Organizing. *Organization Studies*, 36, 1277-1280.

Ostroff, C. 1995. Human Resource Management: Ideas and Trends in Personnel. In *CCH Incorporated 21 June*, 356.

Ovans, A. (2012). When No One's In Charge. In *Harvard Business Review*, May 2012, pp.112-113.

Performance manufacturing: Evidence from the high performance auto-industry. In Kochan, T.

Peter Boxall (et al) (eds.) *The Oxford Handbook of Human Resource Management*. Oxford: Oxford University Press. Pp. 19-47.

Pfeffer, J. 1994. *Competitive Advantage through People: Unleashing the Power of the Work Force*. Boston,

Pfeffer, J. 1999. *The Human Equation: Building Profits by Putting People First*. Boston, MA: Harvard Business School Press.

Popp, A., & Holt, R. (2013a). The presence of entrepreneurial opportunity. *Business History*, 55(1), 9-28.

Popp, A., & Holt, R. (2013b). Entrepreneurship and being: The case of the Shaws. *Entrepreneurship & Regional Development*, 25(1-2), 52-68.

Rao, T.V. 2006 (1999). *HRD Audit. Evaluating the Human Resource Function for Business Improvement*.

- Reams, J. H. (2002). *The consciousness of transpersonal leadership* (Order No. 3053701). Available from ABI/INFORM Collection. (305478639). Retrieved from <https://search.proquest.com/docview/305478639?accountid=39490>
- Rego, A. *et al* (2014). *The Virtues of Leadership. Contemporary Challenges for Global Managers*. Oxford: Oxford University Press.
- Ross, C. (2012). *The Leaderless Revolution: How Ordinary People Will Take Power and Change Politics in the 21st Century*. Blue Rider Press.
- Rowlinson, M., and Hassard, J. (1993). The invention of corporate culture: A history of the histories of Cadbury. *Human Relations*, 46(3), 299-326.
- Rowlinson, M., Booth, C., Clark, P., Delahaye, A., & Procter, S. (2010). Social remembering and organizational memory. *Organization studies*, 31(1), 69-87.
- Rüsen, J. (2004). Historical consciousness: Narrative structure, moral function, and ontogenetic development. In P. Seixas (ed.) *Theorizing historical consciousness*. Toronto, Canada: University of Toronto Press.
- Saari, U.A., Damberg, S., Frömbling, L. and Ringle, C.M., 2021. Sustainable consumption behavior of Europeans: The influence of environmental knowledge and risk perception on environmental concern and behavioral intention. *Ecological Economics*, 189, p.107155.
- Schieder, T. (1978). The role of historical consciousness in political action. *History and Theory*, 17(4), 1-18.
- Schieder, T. (1978). The role of historical consciousness in political action. *History and Theory*, 17(4), 1-18.

- Schultz, M., & Hernes, T. (2013). A temporal perspective on organizational identity. *Organization Science*, 24(1), 1-21.
- Should HRM be the equation? In *Academy of Management Journal*, 39: 839-919.
- Spencer, E. 1984. *Management and Labour in Imperial Germany*. New Brunswick, NJ: Rutgers University Press.
- Strauss, E. 2001. HRM in the United States: Correcting Some British Impressions. In *International Journal of Human Resource Management*, 12 September, pp. 873-97.
- Suddaby, R. (2016). Toward a historical consciousness: Following the historic turn in management thought. *M@n@gement*, 19(1), 46-60.
- Suddaby, R., Foster, W. M., & Quinn Trank, C. (2010). Rhetorical history as a source of competitive advantage. In *The globalization of strategy research* (pp. 147-173). Emerald Group Publishing Limited.
- Suddaby, R., Foster, W. M., & Quinn Trank, C. (2016). Re-membering: Rhetorical history as identity work. *The Oxford handbook of organizational identity*, 297-316.
- Türker, M.V., 2012. A model proposal oriented to measure technological innovation capabilities of business firms—a research on automotive industry. *Procedia-social and behavioral sciences*, 41, pp.147-159.
- Wadhvani, R. D., & Bucheli, M. (2014). The future of the past in management and organization studies. *Organizations in time: History, theory, methods*, 3-32.
- Wadhvani, R. D., Suddaby, R., Mordhorst, M., & Popp, A. (2018). History as Organizing: Uses of the Past in Organization Studies. *Organization Studies*, 39(12), 1663-1683.

Welbourne, T., and A. Andrews. 1996. Predicting performance of initial public offering firms:

Winter, D. G. (2016). Taming power: Generative historical consciousness. *American Psychologist*, 71(3), 160.

Yeung, A.K., and Bob Berman. 1997. Adding value through human resources: Reorienting human resource measurement to drive business performance. In *Human Resource Management*, 36 (3): 321: 335.

Annexure 1: Questionnaire

Demographics

1. Place
 - a) Chennai
 - b) Hyderabad
 - c) Bangalore
 - d) Delhi
 - e) Mumbai
2. Industry
 - a) Manufacturing
 - b) Financial Services
 - c) Information Technology
 - d) Telecommunication
 - e) Other
3. What is the size of your organization
 - a) Less than 100 employees
 - b) More than 100 employees
4. Our organization is not making a significant investment in R&D
 - a) Yes
 - b) No
5. Our organization is quick in adopting new technology
 - a) Yes
 - b) No

Please rate the Below Statements

(From 1 – strongly disagree to 7 – strongly agree)

Construct	Indicator	1	2	3	4	5	6	7
Technology Innovation	TI01	Our customers appreciate the technological innovation capability of our organisation						
	TI02	Our suppliers appreciate the technological innovation capability of our organisation						
	TI03	Our partners appreciate the technological innovation capability of our organisation						
	TI04	Our competitors appreciate the technological innovation capability of our organisation						
	TI05	Society appreciates the technological innovation capability of our organisation						
Leader Attractiveness	LA01	Our organisation leader is trustworthy						
	LA02	Our organisation leader is an expert in our line of business						
	LA03	Our organisation leader is a visionary						

Historical Consciousness	HC01	Our leader approaches solutions to organisation problems based on ideology
	HC02	Our leader has the ability to see current events with the eyes of the future generation
	HC03	Our leader is aware of the culture-specific historical development of the organisation
Sense of Future	SF01	The vision of our leader is known to all in the organisation
	SF02	The vision of our leader is attainable
	SF03	The vision of our leader is appealing
Authority	AU01	Our leader has the power to influence change
	AU02	Our leader is a persuasive communicator
	AU03	Our leader is highly admired by the employees in our organisation
Flexibility	FL01	Our leader is emotionally mature and balanced
	FL02	Our leader is dynamic

	FL03	Our leader is flexible
Attitude	AT01	Our leader is non-manipulative of his followers
	AT02	Our leader is authentic in his words and action
	AT03	Our leader trusts us
Output	OT01	Our leader's goals are measurable
	OT02	Our leader's goals are achievable
	OT03	Our leader's goals are crucial to the success of our organisation's mission
Transcendence	T01	Our leader will not get stuck in failures
	T02	Our leader has the capacity to transcend obstacles
	T03	Our leader is capable of handling crises and conflicts effectively
Humility	H01	Our leader is humble
	H02	Our leader gives us enough psychological freedom
	H03	Our leader is open minded