

# A COMPARATIVE STUDY : TRADITIONAL LEADERSHIP MODELS VS. NEUROGENETIC LEADERSHIP MODELS UNDER MENTAL HEALTH CARE ACT IN INDIA (NEUROGENETICS RESILIENCE ACT) COMPLIANCE

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**Abstract:** The Neurogenetic relationship of humans and their capabilities in attaining the leadership positions are not only in direct relationship with their skills and educational background but also with their intangible assets that includes the DNA and brain genes like the need for role of power dynamics in determination of work break down structures from higher authority to lower authority in the organisations needs implementation of neurocognitive psychological leadership models, when compared with traditional leadership models, from the literature we could determine the role of leader in the organisation, where only the traditional leadership approach has been adopted. But there has been no concentration provided in valuing the mental health capabilities of the employees or people in the organisations to enhance the workability of the organisations and there is a need to address those issues of legal and psychological setback where employees tangible assets has been only considered and the intangible assets that in inner psychological well-being and Heartfulness therapy organisations to address the stress, trauma and psychological imbalance in the A responsive leadership models could help in determining the work ethical breakdown Structures of both in tangible skills that is skills, practical exposures, decision making skills, education qualifications, and intangible way which may include health, brain functions, genetics, peace, inner capabilities and heredity etc. The role of both tangible and intangible qualities in the humans has direct and indirect relationship with the influence over power and authoritative capabilities between the employees from top management to bottom level management. In general Power is defined to be the state of authority that has the direct and indirect influence over people's directions to attain goals. They are classified to be two types of power sensation

- where the dominance of power namely Power positivity procrastinating the other and
- power negativity. (Okpala, 2021)

## INTRODUCTION

When an individual commits an act, Okpala in his research stated that power on their interest and other human dynamics in needs are directly related with each other, which could satisfy both. It can be defined as concerning the parties' desires directly or power balance between the people capacity indirectly, whereas the power of an work and the individual capabilities could help in creating a team governance involved in that vivid situations. (Okpala, 2021) Some person tend to influence the people and determining the factors that influence the other person power includes to

- perform team act to balance in work implementation and an action for a good institution include human change or cause concerning involvement in the job, such as provide welfare in the skills, recognition of confidence, in the society. (Okpala, 2021). Proactiveness of following their duties, etc.
- It also includes the trust between people in terms of communication where the tone, the proper responsiveness conveyance play a major role in and the proper communication terms where communication between the people of trust-building in TEAMWORK, which is related to power dynamics.
- The third part includes the individual factors namely, trust self-consciousness, the relativity of being sincere concerning work and upliftment of skills.
- The fourth factor includes the governance where the leadership plays a major role which could enhance the flow of relations between the individual needs as well as the goal of the institution. (Okpala, 2021).

## LITERATURE REVIEW-POWER DYNAMICS IN ORGANISATIONS

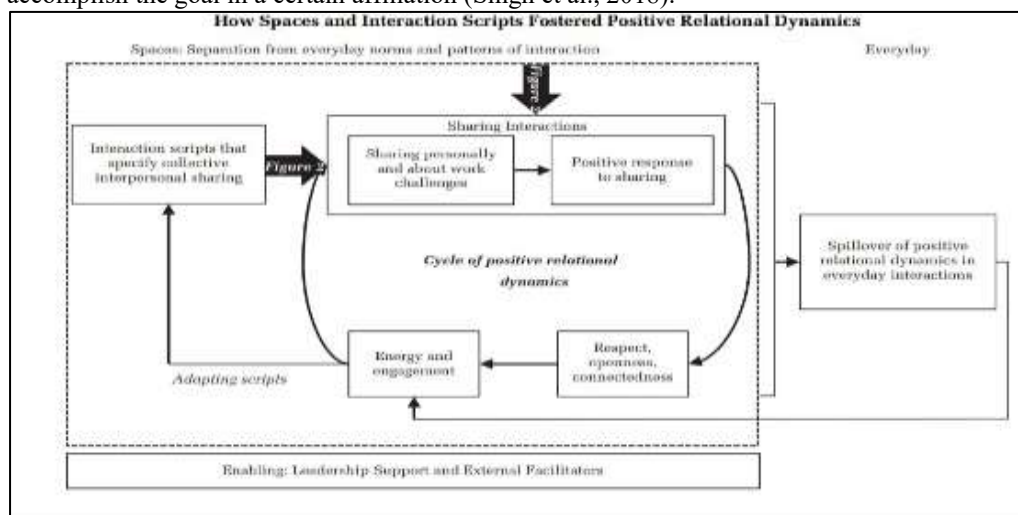
In other terms, the Power dynamics can also create a negative impact on the institution directly or indirectly which are based on how we handle people emotions and power (Rehman, Hemdan, and Hasnan, 2021). We could state that the negative connotations of power can be inscribed concerning the corruption money in the institution, in

the journal researched by Hemda, Rehman and Hasnan they stated that the CEO of the firm directly or indirectly affect the firm reported earning quality, in which the CEO of the company is influenced by Political connections, tenure, ownership connections. Let's have a quick look on what are the powers acquired by the CEO of the company, which include the influence he has in terms of domination, leadership skills, decision making authority, financial power as well as governance to inculcate the action of employees working under him.

whereas in the recent scenario while considering the external factors including the state like political influence, the term company strategy and acquiring power in earnings management. Finally, in terms of negative impact in power, the CEO tends to utilize the executive power in the constraint where he or she could demonstrate it with their self-centered verdicts rather than in exposure to the overall wellness of the firm. There were more hypotheses created based on the power related to the CEO of the company, that in turn includes the versatile activity of negative impact towards funds sequence in the company. Hence defining the power can manipulate a sensation in one person if he or she utilized it in a well-versed manner or a desperate manner based on many factors such as tenure, relation with people in the company the self needs, the vengeance towards someone's personal, to make to withstand his position for the larger period, and the poor shareholder protective law seekers in which they are inversely related to the company goal in all ways. (Rehman, Hemdan, and Hasnan,2021). From the literature, we could infer that the power dynamics include both internal as well as external factors that are determined by the regression equation and from the interpretations we could infer that the negative power dynamics in the company are influenced by the factors like the political interventions and the boards over the CEO role over the institution which would create an impact of power negatively handled by CEO. so when we determine the role of power within the people involved in the project relates to factors like respect openness connectedness which influence the positive relational dynamics, thus to define it in terms of power we could infer that the unbalance between the terms in positive relational dynamics includes connectedness openness and respect could be, managed with the power of space and interaction scripts,(lee, Mazmanian, Perlow,2021) The role of interaction scripts includes the role of how a person in a team can very well interact with people in the team based on the space interaction scripts the influence of positive notations in the relations could enhance the workability mode of the employees from the manager and other workers. The researcher has compared the role of the manager of an Indian company with an American company. The organizational structure of both the countries differ and they are directly or indirectly related to power influence in the interrelationship between employees that could enhance the power of openness, respect and connectedness. (lee, Mazmanian, Perlow,2021). the script in other terms is defined as a communication tool followed by the employees in the company and also legitimate the behaviour of employees in the company. thus the below model could represent how positive relational dynamics could enhance the flow of power positively in the organization.

Scripts are defined as the process through which the communication has been shared from top level management to bottom level management, thus the role of communication plays a major role in communication transferring, in direct mode or indirect mode such as face to face, through emails, etc. The mode of communication differs based on the priority of the information transferred. Thus scripts are determined as the communication tools that could directly or indirectly influence the power dynamics in the organization. The basic foundation that can lead to the influence of openness, connectedness and respect is based on the team interaction scripts, these scripts do have the norms and platform through which the professional information of the project has been shared. thus they do tend to influence the sharing of information across the project team more with energy engagement and teamwork strategy that tend to improve the three indicators related to power dynamics thus the team could enhance positively and rationally to improve the project objective effectively. (lee, Mazmanian, Perlow,2021)

In an organizational context, power refers to the ability of an individual to employ his will and accomplish the goal in a certain affiliation (Singh et al., 2018).



**The cycle of positive relational dynamics in power in terms of scripts**

## IMPORTANCE OF COMMUNICATION

To manage people in the company, it is very important to communicate effectively. A team of people cannot perform well unless there is effective communication between them. One of the main reasons why the communication should be carried out effectively is mainly due to

- Achieving coordinated results
- Managing change
- Motivating employees
- Understanding the need of the workforce.

It is important to understand the human aspects of communication in the company. This is because the company works as an organisation where it includes culture, leadership, structure and rewards.

Even though there is a massive investment in the tools and new technologies like BIM and ICT in the company, it is not possible to divorce the communication between people for the general process in the company. It was able to find out from the history that, conflicts arise mainly between project managers and the workers in a project. An effective leader should know to convey his vision to the workers with the help of a communication tool. Finally, if there is proper communication between people, then this leads to conflicts between people. Communication is one of the main barriers to organisational procedures. It causes conflicts because; communication is present in every aspect of the company. The main reason for conflicts in organizations is improper communication. Things that happen in the company are mainly through contact with people. Communication plays a major part in any organisations.

## STUDY OF THEORIES OF PEOPLE IN AN ORGANIZATIONAL STRUCTURE AND GOVERNANCE-

Power relationship with people in organisations-Power simulation and change management

*"An organisation is a group of people who are working together to meet common goals (David Schwartz, 1980). But achieving the goals of organisations needs proper management. Management is the process of achieving the organizations goals through the coordinated performance of five specific functions –planning, organizing, staffing, directing, and controlling. In other words, Daniel Warren (1987) defines management as it is essential to organized endeavor's, with certain functions such as acquisition, allocation, and use of human efforts and physical resources to carry out some goals." Adam Smith; is the man who began this management era by finding improvements to productivity that are gained by the divisions of labour. (Smith, 1986) **Tangible and intangible qualities of employees towards management organizational hierarchy***

## RESEARCH METHODOLOGY

The research methodology adopted here is case analysis method, in this study qualitative method of research has been carried out and the secondary data collection method has been adopted that is collecting in-depth information about power and leadership styles from literature, journals, books etc. The derivation. Of model and theory has been ideally utilised as research methodology in this research.

## RESEARCH QUESTIONS AND OBJECTIVES

### Research objectives:

1. To determine the role of impression and change management in the organisational structure to enhance the HR policies for employees health and wellness
2. to implement the power dynamics strategies with leadership styles to enhance the organisational structure
3. to define the role of neuro cognitive genetic leadership styles in the organisations to overcome management failure
4. the implementation of neuro cognitive resilience policies in the organisations to address the psychological imbalance faced by the employees
5. To reframe the ethical and health wellness aspect of employees in the organisations to enhance the mental wellness of the employees

### Research questions:

1. Does cultural differences has significant impact over leadership styles in the organisations.
2. Does management approach methods has significant impact over leadership styles in the organisations
3. Does an administration level and method adopted has significant impact on the leadership styles in the organisations.
4. Does authoritative power has significant impact on leadership styles in the organisations
5. Does neuro genetics evaluation have a significant impact over leadership style in an organization.
6. Does impression management has significant impact over leadership style in organisation
7. Does gunas has significant impact over leadership qualities in organisations
8. Does gender based impression management has significant impact over leadership styles.

## DISCUSSIONS AND HYPOTHESIS GENERATION -CULTURE

The concept of managing the organisation is been framed from history. To understand this evolution, the dynamic process of change and growth, we need to set up a cultural framework for the duration of management thought. Management is not a closed-end activity where managers alone make decisions, rules, processes, and planning. It is an open system where their culture and characteristics affect the environment. Cultural change affects the management. Culture is not constant, it changes as time and people change, it is not materialistic, its people's beliefs and their behaviours. It can only be felt and understood. Culture is our total community heritage of non-biological, humanly transmitted traits that includes social, economic, and political forms of behaviour associated with the human race (Daniel Waren, 1987).

**H1A: Does cultural differences has no significant impact over leadership styles in the organisation**

**H1B: Does cultural differences has significant impact over leadership styles in the organisations.**

The economic facet of culture includes the need for resources by humans. It is the relationship between people and resources. The social facet of culture includes the relationship of people to other people in a given culture. The political facet of culture is the relation of the person to the state that includes the legal and political arrangements for life and property. Wilkinson suggested that all cultures in a similar fashion, he said that the process of culture change is upon the organisation's change and development. Culture is to all organisations can develop if executives use the ideal company as an example and follow the certain processes (Wilkinson, 1988).

### SCIENTIFIC AND HUMAN RELATIONS MANAGEMENT

The culture adopted within the organisations and their workers was with trust, communication, understanding, motivation, and satisfying the needs of labours. He never adopted a structure or system with rules and procedures, to run the company. With no legal agreement, he generally accepted the culture change by satisfying the social, economic, and political needs of the people. The general question arises at this point is what is the difference between scientific management and human relations management. Taylor was the one who founded scientific management.

In general the scientific and human relational management are exactly contradictory with each other, they tend to work with aspects of being culturally normative considering the importance of human beliefs and traditions in a more scientific manner whereas human relationship management is dependent on human needs and company deeds. There were no norms and procedures to adopt to foresee the needs of the employees etc. Scientific management and human relation management is in the form of a case study in the article "Human relations theory and people management" written by Nicolas Rose in 2005. He compared the management approach with that of the relation station approach by studying the telesales business owned by Val and Dave. Dave adopted a scientific management approach, which is he never had a direct communication or relationship with the workers who are working under him, whereas Val adopted a human relation approach, where higher office communicated with his labours directly and there was an open and flexible relationship between him and workers. But they both had full control of their business by forming formal and informal organisations. Most people deny it because they both create a very different environment and it is judged only by the people themselves who are working under different approaches, not by the people who see it outside the business aspects.

**H2A: Does management approach methods has no significant impact on leadership in the organisations**

**H2B: Does management approach methods has significant impact over leadership styles in the organisations**

It is clearly understood that the management theory approach needs to be implemented in a business based on the environment, people, technology and culture change. There is no proper set of constant management theory which is for all the business strategies. According to Mc Millan, the human relation theory is explained in terms that are Influence, membership, Partnership, satisfaction action of needs, and sharing of emotions in the working environment. This created a reputation for his company and it was a great success.

### ADMINISTRATION AND PEOPLE

#### BUREAUCRATIC ADMINISTRATION

According to the classical approach, Max weber claims that an organisation should always have the central authority that is legitimacy in other words legal authority with a bureaucratic administrative staff. Albrow(1970) supports Weber and he intimates that administration in the form of written documents and rules and the organisation should follow a proper set of rules and procedures. But Wren has commented that this approach cannot be applied to culture change and he also imposed that not this theory applies to all cultures. Mintzberg (1983) is not against this formal theory but he stated that this theory is adopted in the society where it is most needed in organisations where their operating work is routine. Mintzberg defined this theory as highly specialized routine operating tasks, very formalized procedures and formalized communications throughout the organisations with more sets of rules.

#### MOTIVATIONAL ASPECT

Herzberg (1966) on the other hand was a full supporter of the classical approach but he insisted that the human relations approach alone will not create success in the business. There needs to be more consideration of satisfying the need of the labours in personal aspects which helps in increasing productivity of the business.



He also explained that the industrial relations that stress sanitation as their modus operandi can serve only to prevent dissatisfaction and personal problems. The error lies in assuming that prevention will unleash the positive feelings and the return of increased productivity but lowered absenteeism, turnover and all other indices of workers' efficiency.

Vroom (1964) stated that a Person when satisfied by his needs and personal desires will be well motivated which shows positivity in his working environment because in another hand if he is not satisfied and discouraged that negative outcome will also decrease the efficiency of production in the job. This approach can surely be considered to cut the conflicts and increase collaboration in the working environment of labours.

### **CLASSICAL APPROACH**

Later on, there was another invention beyond this theory which is Japanization (system approach) which was introduced by Sullivan (1983). He said that there lies the process of decision-making in which needs are concerned. Decision making plays a vital role as it is wrong for the entire organisation to fail which was not considered in Human relations and the classical approach. If trust alone is the reason considered then the manager cannot run the company if does not have the technical skill, and to depend upon the workers who are working under him and he will be lacking in decision-making. Oliver and Wilkinson (1992) stated that Japanization entails a successful management process.

### **SYSTEM APPROACH (JAPANIZATION)**

Japanization is a complex but logical process which includes the economic, political, and social aspects of the culture. Japanization simply involves the ability to manage both their internal and external dependencies in a more effective way than the approaching only management and traditional aspect. The success occurs not by sharing their views and ideas in a particular area of the business it relies on the entire organisation's participation and marching towards the goal. Finally the system approach, in other words, Japanization is the proper approach that needs consideration to have a balance of management and human relation. This approach helps in giving a clear picture of identifying where exactly the entire problem in the company is, finding exactly what the company needs and the labour needs. The decision-making behaviour plays a major role in one conscience and intuitive ideology of why this problem has occurred in the company. The inequality concerning sex, wages, and labour had been a statement of ethical issues in the company as it has not been addressed well by the DIRECTOR company. The context can be explained with the model of ethical decision making and behaviour in organisations. As we have already revised the concept of leadership, the external factors that are involved with company terms concerning social scientific theory and findings and normative theory and implications that are related with terms of individual characteristics and commitments formal and informal organisational structures and finally the individual characteristics and commitments based on the issue characteristics that should lead to ethical decision-making behaviour in organisations. The power of authority decreases as we move from left to right in this organisational hierarchy.

**H3A: Does administration level and methods adopted has no significant impact on the leadership styles in organisations**

**H3B: Does an administration level and method adopted has significant impact on the leadership styles in the organisations.**

### **THE MANAGEMENT ,POWER AND LEADERSHIP STYLES**

The CEO possesses the highest power where he or she can acquire, legitimate, coercive, informational or expert and finally referent power. The CFO and COO will also possess the power as same as CEO but except they can have coercive power.

The director will possess the legitimate, referent, informational power. Finally, the employee can possess only referent power once in a while if needed in another way they need to follow what higher authorities ask for.

### **REDESIGN OF COMPANY ETHICAL FRAMEWORK-**

power defining concerning organisational policies and structure, we could infer the model that has been invented by Svensson and wood.

In his citings, he had clearly stated that the organisational values and norm beliefs are the backbone of every organisation to attain a goal of success. What society expects is directly related to the company's culture like internal and external competencies, in general, the values and norms are related to parameters like government legislation, increased education, power of media, competitions, associations, business integrity internally socially responsible managers institutional responsibilities etc. thus lead to formations of norms and values of the company, there the norms need the recheck concerning specified parameters in the model those values and norms leads to perceptions that include leadership relationships, staff relationships, shareholder relationships, external stakeholder supplier relationships customer relationships and competitor relationships that leads to the outcome of the evaluations of the norms like economic outcomes, lawful behaviour, products acceptable and finally the society evaluated and this process are the cycles that produce the desired outcomes for company

**H4A: Does authoritative power has no significant impact on leadership styles in the organisations**

**H4b: Does authoritative power has significant impact on leadership styles in the organisations**

**Neuro cognitive leadership styles**

from the literature we could very hardly determine the presence of neurocognitive psychology leadership styles has greater impact in an intangible assets of the employees , the neurogenetic aspects of personality traits of the employees has been considered in order to prioritise the health and wellness of the employees in organisations. Thus the role of how well the neuro genetics can be detailed and described in order to foster the explanation of how the neurogenetic leadership styles could enhance the effectiveness of employees policies and benefits in the organisations. The below detailed tabulation could foster the influence of neuro genes in the ideation of employees in the company based on behaviour, supportive and developmental stages of tabulation considering the tangible assets of the employees.

thus to indulge in the health and wellness programme of the employees in the company, the role of neurocognitive genetic markup with ideal stabilisation of how enhancing the mental psychology health could reflect upon the ideal cohesiveness of. human internal balance of achara rasayana balance such as pits, vada ,asmita.

in general a common neurogenetic testing could explain about the composition of different neural genes and their impact with how the brain function are happening based on the factors that are from health, environmental factors and the skills of the employees, to enhance the Health and wellness of the employees, it is necessary to concentrate more on the inner psychological balance rather than fostering only in skills upgradation and work based training. considering the neuro genetic testing report and concentration towards neurocognitive genetic behaviour of the employees

the overview of brain neuro genes is 86 billion neurons, plus glial cells. The correct expression levels of different genes plays an important role and functions thus for example BDNF genes present very little can cause depression , if its present more we shall obtain abnormal excitability.

**H5a-Does neuro genetics evaluation has no significant impact over leadership styles in an organisations**

**H5b- Does neuro genetics evaluation have a significant impact over leadership style in an organization.**

Thus there must be proper regulation and stable configuration of error free DNA sequencing.

Neural genes	functions	health and wellness programme
PAX6	Eye and brain development	concentrates on eye and brain growth mechanisms
NEURO D1,D2	Neuron differentiation	to define the different functions based on each neurons
FOXP2	speech and language	to improve the tone and speech language of the humans
GRN2B	Learning and memory	vital to enhance the learning and memory configuration
COMT	breaks down dopamine stress.	to determine the stress related impact in gene and address it
SLC6A4	serotonin transporter gene	the steps taken to regulate the mood
DRD2,DRD4	DOPAMINE RESEPTOR GENES	Where the motivational aspect of the employees are concerned
CACNA1C	calcium channel gene	bipolar disorder and depression.

General neurogenetic testing report could enhance the early diagnosis genetic deficiency in brain where a personalities drugs can be prescribed for treatment if needed a earlier stage of diagnosis, along with specific adaptation of bio makers to improve the cognitive ability and techniques can be adopted to handle stress and anxiety which can be achieved with wellness programmes for employees with tailored strategic for neurodiverse deployment of gene health in brain, where a new neuro law policy can be developed to enhance the neuro cognitive psychological aspects for the employees under actuate stress and depressions. when we perform this neuro genetic action it can create self awareness between employees where the early intervention of treatment can be provided whenever necessary and bias in neuro cognitive disorder can be considered as a factor in employees to overcome the unwanted conflicts and disputes in the organisations. Where psychological imbalance is short term stress which can be cured when provided with proper psychological support and it is no way related with disability or acute mental disorder.

#### **AUTHORITY INFLUENCES LEADERSHIP POWER**

Some of the other aspects COMPANY needs to concentrate on are all the organizational actions of ethics programs. That includes code of conduct, training storytelling, reward systems information systems, communication channels, employee selection and organizational strategy. this leads to conditions on the organizational level which include organizational norms, procedures of decision making and distribution of resources which are also directly or indirectly related to political context, some of the conditions that need to be advised concerning the individual level include necessary skills and personal intentions. This directly relates to the possibility of morally responsible behaviour of decision-makers inside a company.

The model that depicts the strategic integration of meso ethics includes, three stages namely

- Micro level- the micro-level of integration includes leadership authority and ethics which relates to individual and organisational ethical congruence where it deals with the individual concern of ethics, then comes the meso level
- Meso level- in the context of meso level we could infer that the company includes the corporate level of ethics involved that may include corporate code of conduct, ethics training program and employee demand for corporate ethics then finally depicts the macro level of strategic governance-Med level influence and power the authority has
- Macro level- in this level where the law and ethics take place concerning corporate and executive response to ethics policy and corporate social responsibility. The highest power and influence the authority has

- When the micro-level and meso level context organisational problems have not been resolved

## TYPES OF POWER IN CONTEXT TO CASE STUDY OF GRACE

### overview of case analysis

to define the power dynamics that are happening between top level employee to lower level employees in a organisations, and we should be defining the different types of power dynamics that are being seen between the different level of employees in the organisations. Grace is a new employee in the company and she is a year old, she just want to excite her presence in the company and she had decided to implement a new software package strategy to employees to just implement the skill upgradation , but still she needs some support from the. Senior level employees where the various level of power dynamics happens during the communication all approach

Now we shall define the dependence relation, the power dynamics layout and different stages of competence concerning the higher authority and lower level authority that can provide us with the overall idea of how the organization structure and power dynamics work concerning a higher authority and junior level and a senior business analyst. The designation includes

Grace: Newly joined employee

laden: senior level employee

The power dynamics between laden and grace plays a major part in determining their responsibilities, the power-laden had over grace is

- legitimate power
- referent
- expert
- coercive power

overview of the case to interpret the power dynamics strategy in different stages of competence level in professional scenarios. Grace is a junior employee, still needs to get trained up with projects and have to gain exposure with her co-workers, as we all know the strength of the company is 800 employees Laden is so supportive, he never made himself project toward grace as a superior or senior manager while interacting with grace, as for stating the instance how to handle a client, where grace was little out of patience in handling clients laden used his expert and legitimate power to make grace understand how she should handle clients of those scenarios, he made sure not to make grace feel down and motivated her. he used his power very smartly to train grace as per requisition and situations The grace was so enthusiastic regarding her career even though she is one year old in the company.

Concerning defining her development and competence skill chat, we could state her to be in D2 STAGE, WHERE SHE IS JUST A BEGINNER where she has started to learn, a disillusioned learner and she needs her competence skills to need to be developed with her peers and falls under S3 supportive category where she need furthermore coaching in her career and laden is supporting her so that she can get good coaching and can inherit the technical competence in the company.

But her overconfidence is making her behave like she knows everything that can be stated as she belongs to the D4 development level. She is misusing her role.

the below diagram depicts the developmental level D1,D2,D3,D4 where the developmental level includes enthusiastic beginner and D2 includes disillusioned learner D3 includes cautious performer, D4: independent achiever where the authoritative position changes as per D1,D2,D3,D4, When D1 includes learner or lower level employee, D2 includes learner that has lower level employees, D3- performer after learning phase where he is mid level employee finally D4- who is independent achiever who belongs to senior level employees. where the corresponding supportive behaviour should be employed with levels of S1,S2,S3,S4 along with directing behaviour such as delegating, supporting, coaching and directing.

Development Level	Competence Knowledge, What to do, How to do	Commitment Readiness, Confidence, Willingness, Enthusiasm	Need
D1 – Enthusiastic Beginner Does not know what he does not know Unconscious Incompetence	L	H	Guidance, Acknowledgement of enthusiasm, Boundaries - Tell
D2 – Disillusioned Learner Knows what he does not know Conscious Incompetence	L	L	Guidance, support, encouragement, reassurance - Sell
D3 – Cautious Performer Knows everything, but lacks confidence Conscious Competence	M - H	L - M	Reminders of past successes, reassurance, coaching - Elicit
D4 – Independent Achiever Knows it all, Performs with confidence Unconscious Competence	H	H	Trust, Freedom, Responsibility, recognition - Delegate



Grace should first understand that Laden is a senior employee, and she needs his approval for her actions in the company. The basic rule in the company is no junior-level employee should reach the higher authority directly, she is lacking in that discipline in the first place.

While understanding Laden's responsibilities we could infer from the chart that Laden belongs to the D4 development level where he is an independent achiever, knows it all and performs well with confidence and fits in with the S2 coaching part in considering supportive and directive behaviour. He is well recognised higher authority in terms of management level and board of directors whereas grace is just a new entrant, she is misusing her respect by herself. Her approach is wrong and needed Laden's guidance on this issue, and made laden feel down in front of senior management people. Now Laden is responsible for all the mistakes done by grace.

#### The role of dependence and social relation in terms of types of power are explained below

**the expert power**-this type of power is defined as power which higher authority possess in an organisations,here the power is vitally used to exhibit the power of knowledge and skills at its peak.Most of the top management people do exhibit this power to correct the employees working under them

**coercive power**:This type of power is mainly used by the high level employees to punish the lower level employees if they do commit any mistakes and help them to direct them towards correct actions

**informational power**: This power will be utilised by both top level employees as well as mid level employees, to overrule the people management through the information they possess.

**referent power**: this power is utilised with reference they possess with top notch officials to claim the ladder and attain the role of support to execute the power with reference in more easy and flexible manner

**legitimate power**: this power is what explains about being true with content and actions an employee possesses with respect to organisational policies and law.

with help of their power strategy a case analysis and decision for provided situations are idealised and predictive dLaden has legitimate, referent, informational power over grace

- Grace has informational power over laden and higher authority
- Management authority has coercive power, referent power, information over laden and grace
- Grace ideology is getting recognition in the institution by helping the management out in adopting a new software in the institution
- Grace's goal was to earn a recognition in the company and to impress senior authority. She uses her referent power and information power by implementing new software strategy in the company
- Diagnostic political landscape – grace choose her people wisely she wants to choose the person with whom her views can be shared so that the company software issues can be resolved as well as she can earn her recognition in order to work in a higher senior project team- creating a win-win situation
- Implementing an strategy- grace decided to implement her strategy through a meeting with the higher authority in such a manner that laden will not be able to know about the issue as well as she was so smart tochoose a



situation where she could talk in a informal way where more people gather which won't create a wrong perspective over her by laden , even later if he knows that grace had a talk with higher authority regarding software and shared her ideas to other department members to support her view

#### **Impression management :motivation and attitude**

##### **H6a-does impression management has no significant impact over leadership style in organisation**

##### **H6b-does impression management has significant impact over leadership style in organisation**

The theory of motivation, the need- Maslow hierarchy needs the drive- the herzberg motivation theory the incentive- vroom's expectancy theory peter lawer motivational theory 1. The theory of motivation has been explained in three basic factors that are through needs which have been explained with maslow's hierarchy of needs, here the need of humans has been addressed with a pyramid-shaped structure where the basic need, the emotional need, the self-esteem needs, the self-actualization and social needs have been identified. A general human being has the basic need that is to earn that can surely motivate him that he or she can live with his legs and support then the social needs of having the life medical insurance, security needs the medical needs, the need to secure to job and property which can make himself stable with the environment, then comes the emotional need, his need for social recognition, the title, jobs and the need for social acceptance finally the need for self-actualization, where he can sit down and find his true potential towards his way of living and self-attainment in the needs of money, and social security and wellbeing such as good health, being successful and rich.

#### **Impression management =attitude+perception+self motivation**

##### **DRIVERS THAT CAN CULTIVATE THE SELF IMPRESSION MANAGEMENT**

The three aspects of self-impression management include

Your attitude towards how you interact with your social circle, to inculcate the importance of a self provoking attitude toward others could help you in creating an impression within your social circle and peers thus defining attitude can help you in provoke your impression.

Some of the impression management strategies are

- **Self-disclosure-** to define yourself in terms with your peers or working professionals, this can help others to gain a rough positive image of you, some of the tactics that can be utilised to create your good image include o Working with your attitude o Handling preceptions smartly o Working towards creating a trust bridge with your peers
- **Managing appearances-** how you look, how you treat people, your personality, the way you carry yourself with your peers
- **Ingratiation-**praising others, to make others feel comfortable towards you, the positive context of doing things to make others feel good about themselves.
- **Aligning action-**questionable behaviour to address through excuses
- Alter casting
- **Exemplification-**doing more than necessary
- **Supplication-** showing weakness directly-working towards self-motivation to overcome weakness
- **Intimidation-**bullying and displaying anger- conflict management

#### **DEFINING ATTITUDE**

Attitude is the way you evaluate a person's thoughts, behave and situations in terms of your context of understanding. it is subjective to the nature of action and it relatively depends upon how one individual contextualizes other human nature of the action. The inner feeling toward other people understanding of actions and emotions of another human in terms of his own relative need with another human can be related to professional confront or personal confront. the values and ethics differ from one person to another, they usually have thought of difference when it comes to taking a decision, that's where the attitude of a person is generated while expressing his thought or behaviour towards a course of action either verbally or through action. Depends on the person's level of understanding of another person. The version of expressing your views of another person's course of action and decisions in terms of your need related to that person

Attitudinal decisions = self-actualization of human and his decisions in the organization based on evaluating other human thoughts and behaviour. attitude can be mean and negative if a human hates another human due to his or her actions and reactions needs an attitudinal caution of knowledge if there is a negative scenario in situations that caution of knowledge can lead to attitudinal fear of not commencing mistakes. The attitude of a person is related to the ethics and culture of humans in that organization negative attitude towards another person can destroy thyself.

#### **TYPES OF ATTITUDE**

Cognitive-Being cognitive is otherwise termed as being flexible and acceptable, an acceptable attitude with peers is always a positive context in organizations. together we stand and achieve note of reference, a belief towards environment enrichment and welfare of people in the organization

Effective -The emotional aspect of humans towards a course of action, the feeling of respecting peer emotion and a notation of valuing opinion and rejection of the opinion of other human

Behavioural- Every action has an equal and opposite reaction, a behaviour is the result of thoughts, what you think is what you react and thus what you sow is what you reap. good intentions and thoughts lead you to good people and places. a bad intention and thoughts lead to bad people and places and circumstances

**Positive attitude-** Every person has been trying to be positive about his situations and circumstances, a positive person generates positive vibes within himself and spreads to peers and the working environment. A positive attitude can teach us to overcome problems with a positive solution.

**Negative attitude-** Everything negative leads to a negative course of action into negativity. the negative ideas portray the negative thoughts towards you and another person. negativity is what we say is black magic which destroys you and other

**Job-related attitude-** Job satisfaction-, Job satisfaction can lead to personal satisfaction which leads towards next learning with positive expectation and driving force to make oneself understand that he is worth to live job involvement to commit oneself to give the most, the level of interaction a person has with his job and need and psychological empowerment- to empower the mind and soul with peace. the need for self upliftment towards goals and dreams. the trust a person keeps in thyself.

The attitude in the job is either positive or negative mostly, the other three cognitive, Effective and behavioural are just utilized in terms of human emotions, the need for an attitude measuring tool can define the understanding of the human level of knowledge towards situations and understanding perception can be fake if the attitude of a person is bad towards another person and vice-versa, hating a person can lead to not accepting any decisions taken by the other person and vice-verse, a positive attitude is always tireless, whereas a negative attitude is always hopeless, the positive attitude is directly related to improving the ingredients of job satisfaction, job commitment, the failure leads to a negative attitude towards the job, the dissatisfaction can in-turn destroy human attitude towards success.

The second aspect of self-impression management includes your perception of yourself and others.

#### **Guna dynamics and introduction to perception**

**H7A- Does gunas of humans has no significant impact over leadership qualities in organisation**

**H7B-Does gunas has significant impact over leadership qualities in organisations**

It's an Indian model that has been represented by Deepam and explained the Gunas and their dynamics to define the personality of humans. And those have been derived from three Gunas namely Saatva, Rajas, and Tamas. which all the three Gunas present in different proportions at varying degrees. Where Saatva guna goes with Character Vibeshana in Mahabharata, Rajas goes with Raavana, Tamas goes with Kumbha Karna. The colour of Saatva is white, and it denotes peace, Transparent, patience, calm, pureness and it's full of positivity. It is a lighting agent and is said to be good and bright. Where Rajas goes with passionate dynamism, greed, jealousy, anger, impatience, and revengeful and is indicated by the colour red finally Tamas it includes characteristics like ignorance inertia forgetfulness negligence laziness etc. and indicated by the colour black. Eating veg food and its influence over Gunas compared to non-veg. Perception is defining the difference of real-world to the of imagination, and that difference is termed organizational behaviour

Perception of someone is a self-defined way of assuming things without knowing the reality Predefined knowledge of something that leads to judgment.

Perception means defining the thinking of humans towards judging good and wrong

Is the 7th sense included in this Gunas? Gained understanding of personality and perception. The personality defines a human and perception defines human thinking towards situations and people Will of human drives And provokes the Gunas of personality and creates the perception that is thinking of a human to respond to situations and circumstances, where the immediate response has been upheld with a combination of predefined personality and present perception towards situations and other human beings. Maybe personality and perception can be defined as the behaviour of humans is what I guess and define. Perception and personality together create the 7th sense in humans

The third part of impression management includes self-construction which can be defined using motivation

#### **THE THEORY OF MOTIVATION-self promotion**

##### **MOTIVATION AND KEY ELEMENTS IN MOTIVATION**

The concept of not giving up in any circumstances on anything you desire may be a dream, goal, job or buying property or things. motivation is a concept of constant persistence and trying towards achieving things. the concept of not giving up to get up to every time we fall the key elements involved in motivation are

**Persistence-** his efforts towards achieving the activity with more dedication and hard work. how long does he withstand and put the effort to get the job done successfully?

**Direction-** does the hard work which he implements in his work which is tied up with organizational goals

**Intensity-** the efforts he lays in his work and his hard work towards the work describe the intentional motivation of the person.

when there is a psychological or physiological deficiency then we need motivation, the concept of achieving THINGS WHICH WE LACK IN OR ONCE IT WAS A FAILURE, TRYING AGAIN TO ATTAIN SUCCESS. Motivation is termed to be the catalyst that can re-initiate the process to be successful which once was a failure, the approach through which a person's spirit needs to be uplifted from negative thoughts so that he can get hope in trying one more time to achieve his goals and dreams. The hard work, efforts and constant trying can always provide him with the fruit of success if, with the proper motivation, the rule for being successful is always to get self-motivated. If you feel you have been alone in failure then you will learn that you are the only one who should save yourself that can be achieved only through motivation, the motivated people never get scared of failure and

loss, if the feeling of being defeated can kill you, then the living of yourself has no meaning within your spirit that can enhance the living of other people through motivation

**The Herzberg motivational theory-** includes factors that drive the person to enhance his working interest towards jobs, some of the Herzberg factors that were addressed are the administration and policies with motivational factors of achievement, the supervision and technology including the recognition of a person in his workplace, the salary of person when increased can increase his work efficiency, with good relations and interpersonal capability can enhance the responsibility of an individual and finally, the working conditions need to be always updated.

It is always important to enrich with positive emotions with people we interfere with that could make us progress towards the managerial transmission process Every individual contributes her time and effort with some expectations to receive back for her hard work towards his or her job, this has been addressed with Vroom's expectancy theory. Here the theory states that in every action of work when addressed with incentive and reward, an individual will surely feel valued within herself. The output of work will be increased when the expectation of the individual has been met. The relationship of an individual effort with individual performance with that of individual rewards and finally that leads to individual goal has been mentioned in Vroom's expectancy theory

**Porter's lawyer motivational model-** this model exhibits the individual effort which has been related to his traits and perceptions that has to be assigned with a value of rewards and reward probability towards that individual in performing the task which is related with external and internal factors and when rewarded for the amount of work done that leads to job satisfaction. Gained knowledge in the theories and model adopted in motivation but has got an idea of how incentive and reward systems can enhance the motivational aspect of humans and they can perform the job well with confidence and effort. The universal law of motivation is to address the failure and how to make a person successful in his or her life. To overcome obstacles in professional life and how to improve their ability to work hard towards their goals and attain success. Motivation is the road that can lead a person to attain success. The attitude perception of failure and the factors related to failure have been addressed and that can be faced with motivation

#### **The Hackman-Oldham job characteristics Model of Work Motivation**

This model includes the description of characteristics of the core job, the psychological factors related to the job and its outcome.

The core job characteristics include the job varieties and skills a person can acquire during his job time then includes the autonomy of the job and finally the feedback the psychological aspects include the meaningfulness a person acquires while performing the job, the knowing the nature of responsibility of job he is going through, what is the knowledge he gains from those activities that can enhance the personal interest towards the job, high internal work motivation and lower turnover and absent.

Gained the idea of guidelines that have to be followed in the organization, such as core job characteristics which include the variety in skills, task significance, autonomy, feedback and the psychological aspects of the job which include the meaning fullness and responsibility in the job, and knowledge of results from work and finally the personal and work outcomes high internal work and quality performance high satisfaction with work

### **GENDER-BASED IMPRESSION MANAGEMENT**

#### **H8a- Does gender based impression management has no significant impact over leadership styles**

#### **H8b-Does gender based impression management has significant impact over leadership styles.**

Impression management has its role concerning gender, the woman with her impression of the preception scenarios and attitude towards a conflict and cross-culture also play a vital role in describing her values and impression and self-image in the creation of self-development. All human goes through a situation where he or they should handle a situation of conflict and misunderstanding between people in working scenarios, to handle those we need the role of impression management methods to create a positive image even in versatile situations.

#### **MALE GENDER IN CONFLICT**

Bryne(2004) cited in the article "Genderlect and conflict in the Australian customs clearance of goods and procedure" by Loosemore(2007) stated that generally, masculinity is with strength and power whereas femininity is with tactfulness and sensitivity. This difference in behaviour creates a separate environment for both genders and thus the way of communicating and resolving the conflicts differs between them. Guys always deal with a large group of people and they are entirely frank with their thoughts to others. The communication style of men in workplace meetings is they create interruptions, have strong verbal sharing through which they share information, exchange their views, get the idea fast, and communicate with increased volumes. They tend to dominate strongly only for their point of view. They always try to control the situations by themselves and will not allow others to interrupt their turn. The communication style of the gender is directly related to the cause of conflict in the industry. Men usually break even the interpersonal relationships during the conflict.

#### **FEMALE GENDERLECT IN CONFLICT**

Girls are always comfortable with smaller groups of friends. The environment they deal with is entirely small when compared to men's circle. Hence their way of resolving the conflict differs. Women are less interested in engaging in conflicts and they want to create more intimacy. Women have more patience in spending more time discussing reasons for conflicts and they usually try to solve the conflict in the way of their communication, cooperation and the way they handle conflict is so different from men. Women usually don't

break their interpersonal relationships she knows to maintain their relationship even after the conflict. The above characteristics can even be easily understood through example an interview was taken between men and women. They were asked to express their thought regarding the conflict which has happened in past and how they usually handle it.

Firstly men were interviewed and the overall opinion about the way men deal with conflicts was considered to be so aggressive and they use all rude words to solve the problems. They never compromise and they seem to be the provoker of conflict. They are forceful in pursuing their agenda. Men always make the smaller problems bigger and usually lose patience soon.

Secondly, women were interviewed and it was able to find out that they resolve the conflict most passively. They usually solve it indirectly they won't give chance to make the smaller conflict a disaster. They usually try to solve most of the conflicts in the earlier stage. They are emotional and they deal with the conflicts most emotionally. They usually accept the reason for conflict if they are responsible for conflicts. They are not aggressive but they are tactful.

### **WOMEN AS A CONFLICT SOLVERS**

In the present scenario, the women working in the customs clearance of goods procedure services are when compared to men. In customs clearance of good goods procedure vice e, services the process of undertaking a great task. They involve great risk. It includes the coordination of people who need to collaborate to carry out the task. Where there exist lots of problems. Because all minds can mind sinking the same. The competencies level of individuals from others Recent search has shown only 10% of women are employed in organisations.

**DO WOMEN HAVE BETTER MANAGERIAL SKILLS THAN MEN?** Every organisations are considered to be the male-dominant industry. In Sweden's organisation the survey was taken for the ratio of employment between men and women and it was able to find out that only 27% of women are employed in the company. The below table represents s number of women employees in Sweden's customs clearance of goods and procedures considering different occupations than men. The percentage of women is very less compared to men.

The main reasons for this low percentage of women unemployment according to men is seemed to be due to various factors such as long hours of work, flexibility, environment, organisational structure etc. women, who encouraged and are underestimated for their talents. Women multitask performers, who can carry two tasks simultaneously at the same time, are single task performers, they cannot carry two works at the same time.

The psychology of women says that they are good at handling hard situations in a better way. They have patience and they solve the problems more indirect and submissive

way than men. They are good managers of situations and they can have a clear boundary for both business and personal life but men are not situation readers they act the way they think at the moment without considering the overall issue. They won't draw a line between personal and business life.

To determine whether women are good at managerial skills or men in handling conflicts it is important to consider their competencies. Boyatzis (1982) defines competency as it is the characteristics of a person which make them make decisions for the situation. The person uses this tool to have successful or exemplary performance. This tool includes knowledge, skills, thought patterns, mindsets, social roles, aspects of self-esteem and self-efficiency.

According to Cameron (1997), management means clear goals, good decision maker, perfect coordination and collaboration among people, communication, taking responsibilities, keeping promises, always positive, good initiator and supporter. Competencies involve all the factors that help in creating a successful environment. And these competencies are possessed by humans. People cannot possess the same competencies. It differs between each individual. Olfoson(2002) stated that women started working in a company from the early years of 1661 as Manson, which is one of the toughest jobs. Later in the early 20<sup>th</sup> century, they introduced a duce bonus system, which people have to complete within the given time. This made difficult for females as they are not physically strong like men and they stopped working in the customs clearance procedure Later in the 1970s they again came back not as a Mason but as skilled labors, managers, architects, etc. but the percentage of women is compared to be less than before.

Some of the main reason for women who hate to work in the company is due reasons like it's the foul language used by men in the organisations and procedure sites, they show bad attitudes towards women, and women usually quit jobs due to degrading treatments, and finally discriminating with gender. The negative treatment too for men made women herself working in the customs clearance of goods and proceed procedure services do have all the competencies equal neurogenetic testing to men. And they are capable of managing their skills. Women are capable of managing the situations and work in the company, why can't they manage the conflicts better than men occurring in the company??

At end of the day its only blood, cells, bones, inside the body not the discrimination whether she is men or women its all about skills and competencies every human possess.

### **APPLICATION TO RESEARCH**

The above mentioned factors such as attitude, Guna, motivation, impression management, change management, power and leadership style with development and behaviour statement along with neuro genetic testing could ideally concentrate on genetic variance of each employee belonging to different levels in the management.



The ideal role of the CEO, Mid level employee, senior mid level employee, lower level employee, daily wages labour has direct and indirect impact over testing of leadership capabilities in each and every employees, hence it important to follow the below flow chart in recruiting the staffs based on these factors

- 1) Demographic Details Of The Employees
- 2) The Religion And Caste
- 3) The Educational Qualifications
- 4) The Neurogenetic Testing Report
- 5) The Psychometric Test
- 6) Technical Knowledge
- 7) Neurocognition Test
- 8) Group Discussions
- 9) Personal Interview
- 10) Selection Of Candidates Based On Performance
- 11) Negotiation Of Salary

## CONCLUSION AND RECOMMENDATIONS:

### The role neurogenetic cognitive testing of determining

- **The health and wellness**

In terms of mental health has still not been in to consideration in organisations,, hence to awaken the importance of mental health of employees, its been suggested to adopt a health and wellness evaluation test for employees to further enhance their neuro capabilities and to enact a law in mental health care act India 2017 to address and define the definition of psychological imbalance that cause a short term imbalance in mind due to stress and depression which can be clinically treated with psychologist and legal advisor to overcome those hurdles, that could be enhanced further in very preventative stage of psychological imbalance which not treated will lead to suicides thoughts and other brain acute diseases in the employee's which are not curable. Hence the need for neurogenetic testing report and provision of legal laws and psychological support in an organisations can help in eradicating the psychological imbalance for the employees. Implementation of neuro cognitive behaviour genetic testing and-evaluation for employees can also predict the future risk of diseases and can ideally prevent those health disaster in very early stage of psychological imbalance.

- **In terms of leadership model**

This method of neurogenetic report evaluation can further help in determining the cognitive and brain development assessment of the employees, which could help in identifying the accurate health of brain and cognition development of the employees where a strategy of improvising the cognitive ability skills can be implemented to enhance the role of brain work in the organisation

- **Adoption to select employees during recruiting**

this test in terms of neurogenetics can be ideally utilised by the hr managers to recruit the staffs based on their exposure to brain health and other psychometric test that can further help i. Scrutinizing the selection possess based on their health and technical qualifications and performance in the interviews

- **Psychological support**

we can prevent the health adverse situations in a very early stage, and can cure it with help of medical support provided in the organisations, as we all knows the prevention is better than cure and this neuro genetic testing could ideally explain the brain damage or imbalance in very early stage which is an added advantage for employees to be aware of their brain health and they can protect them at time of need with medical assistance.

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