

**DEFENCE FORCES LEADERSHIP QUALITIES AND THEIR ADOPTION BY
CORPORATE LEADERSHIP**

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Dedication

I dedicate my dissertation work to my family and friends who stood steadfast with me during my learning journey.

A heartfelt gratitude to my loving parents, whose words of encouragement and push for persistence buzzed in my ears. My wife Asha, who never left my side despite her own busy schedule and also my son who kept cheering me during the complete process.

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ABSTRACT

DEFENCE FORCES LEADERSHIP QUALITIES AND THEIR ADOPTION BY
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This study goals to discover the intersection of leadership traits and development practices in the Defence Forces and corporate sectors, with a focus on classifying transferable qualities that can enhance leadership efficiency in business environments. This study aimed to compare and contrast leadership styles in the military and business worlds utilizing a mixed-method research strategy that combined quantitative and qualitative techniques. Primary data were gathered through structured questionnaires from 80 respondents - 40 defense officers and 40 corporate leaders, and 10 interviews (5 defense officers and 5 corporate leaders) selected via convenience sampling. The survey included close- and open-ended questions. Secondary data was obtained from literature, defense manuals, case studies, and crisis reports. Quantitative data were analyzed utilizing “Statistical Packages for Social Sciences” (SPSS) with correlation, descriptive statistics, and Kruskal-Wallis test, while qualitative data underwent thematic analysis to extract key insights. The

research shows broad recognition within the corporate world for military-style leadership characteristics, which prove essential for making decisions under stress as well as demonstrating ethical conduct and developing emotional resilience along with coordinated teamwork. Professional employees in the corporate world attest to leadership training programs from the Defence Forces as effective, so they advocate including these principles in corporate education systems. Leaders in corporate organizations who prioritize leadership development tend to integrate defense-style training elements into their organizational programs based on their high value for leadership development. The study demonstrates that basic leadership competencies used by the Defense Forces remain relevant for corporate sector leadership contexts. The research supports combining military leadership strengths from discipline and crisis preparedness with corporate values that include innovation and emotional intelligence, and collaboration. A convergence of organizational features sets the groundwork to enable the development of leaders who excel in vision creation while staying ethical and showing resilience for handling sophisticated, changing organizational situations. The research adds knowledge to scholarly works as well as provides practical leadership development approaches to foster cooperative learning between different organizational sectors.

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LIST OF ABBREVIATIONS

Abbreviations	Full Form
KPIs	Key Performance Indicators
HRD	Human Resource Development
OMB	Organizational Military Behavior
DL	Developmental Leadership
MLQ	Multifactor Leadership Questionnaire
OLQs	Officer-Like Qualities
EI	Effective Intelligence
RA	Reasoning Ability
OA	Organizing Ability
PoE	Power of Expression
SA	Social Adaptability
SoR	Sense of Responsibility
SC	Self- Confidence
SoD	Speed of Decision
AIG	Ability To Influence the Group

CHAPTER I: INTRODUCTION

1.1 Introduction

Success in both military and corporate environments as a matter of fact, requires strong leadership that inspires others, makes tough decisions, and navigates complex challenges (Y. Singh, 2021). Structural and disciplined leadership has been acknowledged for decades by defence forces around the world as qualities like resilience, adaptability, strategic thinking, and crisis management are key factors to operational success. The need for similar capabilities from corporate leadership, though operating in another context, is also evident in a business landscape that is becoming more and more uncertain and the need to grow, manage risks, and maintain stability (Musaigwa, 2023). More recently, particularly in the wake of global disruptions like COVID-19 epidemic, there has been a desire to understand how corporate leaders might effectively utilize the leadership skills exhibited by officers in the defense forces. Their goals in conducting this research are to (1) identify the characteristics of effective military leaders, (2) determine whether these traits are transferable to corporate leadership roles, and (3) identify how organizations can collect and apply these principles to strengthen leadership performance, particularly in challenging times (AlMazrouei, 2023).

Whether in the defence forces or the corporate world, leadership is equally significant in shaping the success of any organization. The defence forces of the world are known to produce highly disciplined, resilient, and adaptive leaders who are capable of surviving under pressure and making crucial decisions in a high-stakes environment (Pais & Rebelo, 2024). The principles that form the basis of their leadership style include strategic vision, integrity, teamwork, decisiveness and crisis management. These qualities

do not only help military officers in leading effectively in combat, but they also make the military officers very valuable assets in corporate environments (Beldiman, 2019).

Corporate leadership, however, takes more interest in strategic planning, stakeholder management, innovation, and market competition. While the corporate world is vastly different from defence forces, both domains require leaders to show a clear vision, make decisions, and inspire and lead teams (Schaedler et al., 2022). A military-style leadership approach is desperately needed because of the complexity of global business dynamics and the ubiquity of dangers, including economic downturns, technological upheavals, and COVID-19 pandemic (Santoso et al., 2022).

The recent pandemic crisis only reaffirmed the need for strong leadership that can lead through uncertainty, keep the battle lines stable, and ensure employees' well-being. Military leadership demanded resiliency, agility, and the ability to make split-second judgments with little data (Olkowicz & Jarosik-Michalak, 2022). Consequently, there is a growing fascination with how leadership traits exhibited by officers in the defence sector might be successfully incorporated into corporate leadership in order to enhance organizational resilience, crisis response capabilities, and decision-making (Richardson, 2024).

The study's overarching aim is to learn more about what makes a good defense officer leader, what qualities are most valued by corporations, and how business executives can draw on military leadership skills both in the workplace and during emergencies (Mohammad Alam Tareque & Nazrul Islam, 2021). The research will also suggest some actionable steps in grooming corporate leaders through adopting a structured and disciplined leadership approach, in effort to make organizations more efficient, resilient, and high-performing (Lestari, 2023).

Defense Forces Leadership

The practice of leading in the defence forces is highly structured and disciplined, and is a very important means for success in operations, mission effectiveness, and team cohesiveness (LEWIŃSKA, 2015). It prepares military leaders to make critical decisions in difficult environment, be resilient in challenging environment, and motivate their team through duty, integrity and strategic vision (Nindl et al., 2018) Defence forces leadership, unlike corporate leadership, is based on hierarchy, fixed roles, and a commitment to national security and organizational objectives that is not flexible and evolving.

The key feature of being a military leader is its focus on discipline, adaptability and quick decisions. The armed forces leaders need to be ready to handle the unpredictable situations, whether it be in a combat or a humanitarian mission, they must be able to think strategically and act with precision (Bowles & Bartone, 2017). With composure, confidence in their subordinates and efficiency in execution, teams are able to work seamlessly in high-risk situations. Additionally, there are a strong set of values that are inherent to defence leadership, including loyalty, accountability, and teamwork that all work together to create a strong organizational culture (Densten, 2016).

But while the principles of military leadership become more widely recognized and adopted outside of the battlefield, it is clear that this leadership is undergoing adaptation to become appropriate in a corporate context by many organizations in the corporate world who want to strengthen decision-making, crisis management, and team motivation (Liseanu, 2023). An understanding of the fundamentals of defence gaining insight into the traits and methods of highly successful military leaders provides valuable lessons applicable to a wide range of professional and organizational settings (Kernic et al., 2023).

Research on leadership varies by variables, paradigms, and areas. These differences arise when the focus of the conversation is leadership. The majority of contemporary

leadership experts, if not all of them, concur with previous, well-known leadership scholars that leadership evolves with the environment (Santora, 1992). As a result, it has been claimed that definitions of leadership are dynamic and are modified in accordance with various contexts (Peter G. Northouse, 2014). Despite the fact that leadership has always been a difficult concept to understand, organizations have never shied away from investing in their employees' leadership development (Kirchner, 2018). Leadership has an equally critical role in the military. It was actually believed that military leaders provided a model for the essential concept of leadership (Taylor et al., 2018). Actually, throughout history, the leadership talents of military leaders have been highly esteemed and revered. The outcome is that many military leaders are considered to be among the most pivotal figures in human history (Roberts, 2015).

Military commanders make crucial decisions, frequently at the last minute, just like leaders of other organizations. great military generals have an impact on a country's destiny on the battlefield, yet great CEOs can earn billions of dollars from a corporate deal. But unlike other leaders, military leaders have the potential to kill hundreds of people—innocents rather than combatants—by making poor decisions (Reiter & Wagstaff, 2017). The history of global wars and several international security disputes have demonstrated that military commanders' mistakes are more disastrous than those of leaders in other domains. Military leadership's accomplishments and shortcomings have always served as models and exemplars upon which high standards have been built (Olga Perera, 2024).

Military commanders have encountered the dynamism of difficult circumstances in recent years. Several significant elements have undoubtedly improved the complexity of military leadership, including the fluidity of today's geopolitical and geostrategic contexts, the quick development of warfare technologies, and the variety of today's defence and security challenges (Kark & Presler, 2017). Military leadership literature is as diverse as

organizational leadership literature in general. By doing a thorough analysis of the literature on military leadership, this study goals to identify current and dynamic research interests and to recommend subjects for future research endeavors (Nazri & Rudi, 2019a).

Corporate Leadership

Corporate leadership is crucial to stability, an organization's development, and long-term success. Corporate executives in today's highly competitive and ever-changing business world must not only make strategic decisions and motivate people but also face and overcome obstacles such as technological upheavals, market volatility, and global crises (Dhiman, 2023). The difference in defense forces leadership hierarchy structure as compared to the corporate leadership structure is that corporate leadership does not have a hierarchical hierarchy but rather a very flexible and decentralized structure that demands adaptability, innovation, and stakeholder management to meet business organization goals (Robinson, 2023a).

Corporate leaders should be effective and, as such, have to possess a diverse set of skills, emotional intelligence, strategic thinking, and ability to enrich collaboration among employees at all levels (K. Singh et al., 2024). It is their responsibility to develop an organization's vision, set goals, and keep teams motivated and productive. Furthermore, corporate leadership is drawn from factors of organizational culture, consumer expectations, or industry trends, forcing corporate leadership to continually change their strategy in order to stay competitive (Sindakis & Thomas, 2022).

Resilience, crisis management, and ethical leadership are traits often associated with military leaders, although they have recently gained importance in civilian organizations (Boga, 2023). Thus, corporate leaders can improve the capability to manage uncertainty and lead their organizations effectively, by integrating structured decision-making, discipline, and strategic planning from defence leadership models. The key aspects

of corporate leadership is to understand how businesses can have strong leaders who can promote innovation, employee engagement as well as sustainable growth (Koziol-Nadolna, 2020).

The fact that there is a vast amount of literature on the subject indicates how much leadership has been studied by academics and how it has been a matter of interest throughout history. Since leadership is a complex idea with many different definitions, there is a lack of clarity and definitional ambiguity (Day, 2000). Previous definitions have concentrated on leaders as individuals and their traits, such as their behaviours, activities, and social interactions, as well as their leadership performance (Chemers, 2000; Day, 2000).

The development of leadership has given rise to a framework for defining leadership in terms of characteristics, actions, and methods. Chemers, 2000 defined it as "a social influence process wherein an individual can mobilise the assistance and backing of others to achieve a shared objective." With the emergence of new leadership theories over time, various perspectives on corporate leadership have come into being (Avolio et al., 2009; Lord & Emrich, 2000).

According to Ogbor & Williams (2014) It consists of a "highly complex social and organisational interaction and networking process which is not isolated and takes place within its conceptual and practical contexts." The capability to juggle multiple responsibilities at once is a hallmark of a savvy company leader. This paragraph will discuss some strategies used by corporate leaders.

- **Corporate Leadership Strategies**

While there is disagreement on the tactics used by corporate leaders, there is one particular tactic that all of them can use: leaders are ultimately answerable to the workforce of the organization (Saeidi et al., 2021). Corporate leaders must implement tactics that have

the power to affect how organizational processes operate and, eventually, how they turn out. The following is a list and explanation of some of the tactics used by the corporate leaders:

1. Executives in corporations constantly remind themselves to focus on the future rather than the here and now. This makes it easier for the leader to take a strategic stance in a fast-paced, ever-changing business setting (Davies & Ellison, 2003). When planning for the future, they align their actions with the evolution of the organization and prepare it for unforeseen events.
2. According to Groundwater-Smith, 2000, base their strategic intent on research-led and evidence-based practices. This indicates that the company executives' strategies are supported by results, which aid in their decision-making process. It is possible to gather strategic data about the economic, social, educational, organization political, and technological environments (Reflection, 2014).

The Comparison of Defence Forces Leadership and Corporate Leadership

Leadership plays vital role in both military as well as corporate environment and it is the decisive factor which determines success of organization by way of good decision-making, strategic planning and team management (Lestari, 2023). While defence forces work under pressure of the mission, discipline, resilience, and decisive action, corporate leadership is based on innovation, market competition, and growth. While these contextual differences exist, leaders in both these domains need to be able to adapt, inspire, and execute the strategies that will help them meet their objectives (Haleem et al., 2024).

Military leaders have to work amid the extreme uncertainty, and make quick & calculated decisions even in the most life-threatening situations (Caudle & Concepts, 2015). Leadership of their kind stems from structured command hierarchies, strong teamwork, accountability, and the ability to manage crises with great precision. However,

corporate leadership emphasizes stakeholder management, business agility, and the long-term strategic vision on how you see the business over the next few years (Ed et al., 2021). But corporate leaders have to deal with challenges like economic downturns, competitive disruptions, and crisis management, situations where military leadership traits like resilience, adaptability, and problem-solving become invaluable.

Finally, this comparison points out common leadership principles between defence and corporate sectors and also highlights differences in the execution of such principles. Knowing how military leadership qualities can be useful to corporate contexts will be useful in building stronger leaders who can handle uncertainty, team building, and overall organizational success (Robinson, 2023a). The object of this study is to examine these parallels and distinctions and offer some insights about how corporate leaders can integrate structured and disciplined military leadership traits to improve decision-making, response to crisis, and execution of long-term strategic plans (Richardson, 2024).

Leadership in the Context of Defence and Corporate Sectors

Organizations throughout various sectors reach their desired outcomes through leadership as their main success determinant (Akpaprep et al., 2019). The core elements of leadership consist of leading teams and taking sound decisions and achieving organizational goals with efficiency in the military and business sectors. Organizations differ from one another due to which factors affect how leadership is implemented through specific approaches and skill requirements (Ashley-Osuzoka, 2024). The defence sector requires strict discipline through hierarchical systems followed by careful execution in challenging extreme conditions yet corporate leadership succeeds by responding and innovating quick the core leadership principles of vision generation along with integrity maintenance and resilience development and decision-making capability prove necessary for both defence and the corporate arena (Behie et al., 2023).

Within the defence sector leadership primarily follows a structured command structure that requires fast decision-making as well as precise execution (Robinson, 2023b). The military trains its leaders to function effectively during uncertain mission environments where they must perform superior crisis management along with strong emotional intelligence combined with absolute dedication to the mission goal. Leaders follow the principles of discipline and accountability through exemplary actions to earn the full trust of subordinates during dangerous situations (Ishchenko, 2024). Military leaders need to develop both team harmony and regional solidarity among troops who endure demanding stressful conditions in their operations.

Corporate leadership rises from market conditions together with customer needs and financial profitability goals. Corporate executives must make decisive strategic choices but their main responsibilities include stimulating innovation and handling various stakeholder relations while achieving business growth across dynamic economic markets (Nahak & Ellitan, 2022). Corporate leadership adopts a decentralized model which enables workers to share decision responsibilities and generates democratic choices and flexible behaviour. Corporate leaders need to define operational targets for the present period and develop extensive strategic initiatives simultaneously as they nurture a positive organizational atmosphere among staff members and boost workplace involvement (Krier, 2022).

Despite these contrasting environments, defence and corporate leadership share several commonalities. Consisting of similar requirements for leadership effectiveness include effective communication skills and motivational ability and strategic vision for long-term success (D. A. Jerab & Mabrouk, 2023). Defense forces and corporate fields share a necessity for adaptable approaches because they face similar challenges which include battlefield threats and economic downturns with market competition (Technology,

1990). There is growing business interest in integrating military leadership qualities into corporate structures because organizations need improved decision-making processes and crisis response capabilities and stronger team performance.

The definition of leadership in defense and corporate settings enables discovery of practical methods that build superior leadership approaches throughout businesses (Technology, 1990). Comparing and contrasting leadership models in the defense and corporate sectors reveals essential knowledge about training leaders with strategic abilities, resilience, and versatility in confronting changing organizational challenges (Charney & Southwick, 2017).

Leadership is a contextual phenomenon that is always adapting, changing, and being used in a particular setting. It is ingrained in the organization and is influenced by its primary function, authority delegation, organizational structure, and culture (Schulze & Pinkow, 2020). Consequently, military leadership is an area of study and practice that integrates theory and practice, distinguishes itself from civilian and corporate leadership, and accounts for both broad trends and more nuanced situations. The idea that leadership is a "core ability" in military organizations and professions allows for a reductionist perspective of management as a tiny subset of the broader phenomena of leadership-based traits. In addition to being distinct from civilian or corporate organizations, the extreme environment of the military is marked by the possibility of psychological, physical, or material injury to its members. It also differs in the managerial and leadership substance at various levels (C. D. Singh, 2022).

An organization is defined by its internal coherence, systematization and structuring, and the integrity of its processes and flows. The primary guarantor of these qualities is the organization's leader, the individual who serves as ship commander, and whose primary goal is the organization's success, performance, and sustainable

development. This includes safe navigation and the assurance that the ship will reach its destination no matter how big the waves and storms are along the way (Tobias, 2017). The ship commander makes decisions and is a human with the necessary skills to direct, oversee, and administer all available resources to meet the organization's objectives. In order to accomplish the country's national security goals, defense resources management aims to allocate resources from the defense sector in an efficient manner. Leaders throughout the entire spectrum of decision-making domains coordinate and manage all available resources toward the predetermined direction in order to accomplish the presumptive goals (Cutic, 2023).

People interact according to their jobs for the organization to function. First and foremost, it is important to determine the duties that the individuals responsible for maintaining the organization must play. However, there are a number of challenges in identifying roles, and these challenges stem from both the theoretical limitations of explaining how roles emerge in organizations and the gradual changes in the requirements to assume roles. At this point, it is necessary to take into account people's abilities to succeed in assuming the identified roles (Tobias, 2017). Decisionmakers' actions can be suitable for the demands of the company and functional when they have a clear understanding of their tasks.

As a result, a number of perspectives on the decisionmaker's responsibilities have been created in the literature; the two primary ones are manager/management and leader/leadership. There are theories that take into account the decision maker's role in managing resources and finances (Wajdi, 2017). Additionally, the commander's job is defined in the military. For example, British scholar John Adair, who is internationally recognized as the first Professor in Leadership Studies at the University of Surrey and the author of the "first" leadership book, *Training*, presents an alternative viewpoint on the

subject of managers/management and leaders/leadership. He did a lot of research and finally decided that leadership and management are complementary concepts. While the specifics of each team's work environment do have an impact on management and leadership responsibilities, functional skills are also a defining factor in effective leadership.

Companies are unable to make the shift to a more sustainable economic model because their strategies have historically focused on maximization of profits rather than creation of value (Zioło et al., 2022). Corporate purpose is an alternate approach to business that goals to achieve a balance between profit maximization and sustainable value creation by focusing on making meaningful profits while also taking care of the environment and people (Rubio-Mozos et al., 2019). Putting the SDGs into action is the goal of business purposes. An overview of the strategy's guiding principles, current challenges, and potential future study topics are presented in this journal article. In this essay, the SDGs of the United Nations serve as a framework. The SDGs represent a global vision for inclusive and sustainable development that seeks to combine social justice, environmental health, and substantial economic growth (Franco et al., 2020). Thus, the purpose of this article is to examine how Corporate Purpose and SDGs overlap and to pinpoint areas that require more study and development. Innovations in business models for sustainable development, especially in the corporate sector, will be necessary to carry out this goal (Cordova & Celone, 2019).

Corporate purpose makes a significant difference for all stakeholders by integrating the development of economic, social, and environmental value into an organization's basic operations. There are two stages involved in implementing corporate purpose: design and implementation (Hsieh et al., 2018). While the design phase is concerned with developing the company's purpose, values, vision, strategies, objectives, and “Key Performance

Indicators” (KPIs), the implementation phase is all about fostering an innovative culture, a purpose-led leadership mindset, and a purpose-led operating plan.(Jimenez et al., 2021).

Impact of Leadership on Organizational Effectiveness

Leadership becomes the fundamental component that establishes the achievement rate and operational effectiveness of organizations. Leadership steering enables teams to receive direction and motivation as well as contributes to a favorable workplace culture that aligns employees with company objectives (Radu, 2023). Through their leadership style organizations gain better operational outcomes while maintaining strong employee engagement and sustainable long-term performance in all sectors including military operations and corporate business sectors. Organizational leaders direct their organizational vision forward by establishing specific goals then guide teams toward successful completion through preparation planning along with creative thinking and institutional strength (Haryadi & Bahiroh, 2024).

Leadership continues to exert its influence on organizational effectiveness levels which surpasses normal operational functions. Organizations under strong leadership create environments where members practice accountability alongside collaboration and adaptability which helps them overcome market changes and technical issues and crises (Irianti et al., 2024). Military leadership determines operational success as well as team performance during missions alongside crisis response capabilities which guarantees full combat readiness in pressured environments. The conduct of leadership influences corporate expansion together with competitive edge and employee operational efficiency through advancing innovation while maintaining high customer satisfaction and optimal resource efficiency (Arulsamy et al., 2023).

Organizational success becomes influenced differently by each leadership style that includes transformational, transactional, servant and autocratic models. Some leadership

methods maintain strict organizational structures but some others permit workers to take part in decision-making and make their own decisions (Hafeez & Abbasi, 2023). Leaders who modify their leadership approach according to organizational needs together with worker preferences guarantee long-term success. Leader strength boosts workplace morale and minimizes worker departures resulting in teams that dedicate their highest possible efforts to achieve business goals (Coffey, 2021).

The urgent need for organizational change in our fast-moving present age makes leadership/leadership abilities more important than at any other time in history. All units that aim for stability combined with resilience and growth need to have effective leadership whether these units are military or corporations or small businesses (Uhl-Bien & Arena, 2018). Organizations that grasp the connection between leadership quality and operational effectiveness will develop approaches to generate excellent leadership talent which enables achievement as well as promotes innovation and sustained accomplishments (Bunjak et al., 2022).

Organizations are institutions with unique objectives, and for those visions to be realised, they must have established short-, medium-, and long-term goals (Al-Khaled & Fenn, 2020). It is impossible to overestimate the implication of education in people's lives, both individually and as a society, and as a result, members of different parts of an organization often work together towards common goals in the hopes of achieving a synergy (Musaigwa, 2023). It is common practice for Nigerian public universities to employ trained administrators, as is the case with other organizations. University administrations in Nigeria typically consist of the vice chancellor, deans, DVCs, Liberians, heads of several departments and groups, and other technical staff members. Across departments and faculties, these officers are tasked with overseeing the affairs of their subordinates. The final product is expected to be international-standard qualitative

graduate research. However, due to a multitude of administrative blunders, the extension of the system has been continuously halted, and Nigerian colleges are placed below the top 100 globally (Akanji et al., 2020).

It is argued that the university's poor performance is more heavily influenced by ineffective leadership, however, many elements affect performance, and many difficulties explain and contribute to poor delivery. Aranzabal et al. (2022) contend that this is obvious since the manager's personality plays a major role. This has also demonstrated that a manager's philosophy shapes their relationship with their subordinate, which ultimately impacts the subordinate's level of productivity. Public universities often suffer from ineffective leadership, which in turn causes personnel to have negative attitudes towards their work, provide subpar results, and hinder the university's ability to expand (Shafiu et al., 2019).

High performance is said to be largely attributed to effective leadership. The traits of a successful leader include having a clear purpose, being bold, and being honest with others (Ashley-Osuzoka, 2024). Successful CEOs, according to these authors, are ultimately accountable for their companies' achievements. These executives are well-known for their capability to inspire teams and organizations to reach new heights of performance and for generating innovative ideas that boost business results. People look up to leaders because they are creative and have big dreams (Kozioł-Nadolna, 2020). A common explanation for their success is the way their unique traits inspire those who follow them to achieve their goals (Bakker et al., 2023). It is commonly acknowledged that various leadership philosophies have varying impacts on business performance.

Improving performance is essential for every firm that wants to stay in business, not merely get by. Today's competitive business environment requires businesses to continuously innovate and improve their performance (Akpapere et al., 2019) Prior research

has demonstrated that a company's performance is largely dependent on its leadership. (Su & Baird, 2017). Nonetheless, there is conflicting evidence from earlier research about the contribution of leadership to improving organizational effectiveness (Yahong & Kok Loang, 2023). A high degree of organisational performance is dependent on strong leadership, according to several studies. But other research, such as Nandasinghe (2020) suggests that leadership isn't all that crucial for organizations to succeed. Given these contradictory results, it seems that additional study into the topic of leadership's outcome on organisational performance is required.

In particular, you could mention that previous studies' limited and contradictory findings make it clear that more study is compulsory to completely comprehend the role of leadership in organisational efficiency. In addition, most of the previous research has focused on restaurant management ERERDİ & ÜNLÜASLAN DURGUN (2020), schools and universities. Consequently, the influence of leadership on customer service organizations' efficiency remains largely unknown. Companies now place a greater emphasis on offering first-rate service to their customers alongside their products, which has led to a rise in the customer service industry's profile (Anning-Dorson et al., 2020).

The term "leadership" has been employed in many facets of human pursuits and life, including politics, business, government, academia, social work, and more. Without leadership, it is impossible to achieve in any area of human endeavor (Akinniyi et al., 2021). Different people have different ideas of what a leader is. A leader is a person whose job it is to help others reach a common objective. The capability of superiors to inspire, mentor, and guide subordinates toward the success of a specific set of organizational aims is known as leadership (Meirinhos et al., 2023). Earlier writings about leadership, particularly those regarded as having exceptional or enduring artistic worth, portray it as a personal skill, but this is not the case now. The leader allegedly sets an example for others

to follow and fosters an atmosphere that encourages participation from all team members (Hughes, Lee, Tian, Newman, & Legood, 2018). Leadership is defined by Rauch and Behling as the art of coordinating the efforts of a cohesive group to achieve a common aim. Leadership is the capacity to mobilize people towards a common purpose by shaping their perceptions of the situation and the way they interact with one another. Good leaders help their followers and themselves do the right thing (Ali, 2012). They establish goals, develop a compelling vision, and produce something novel. However, regardless of how you define leadership, leaders need to be driven to encourage others in advantageous conditions and to use all available resources to make sure that adverse circumstances result in a favorable outcome (Akinniyi et al., 2021).

A leadership progression occurs when more and more individuals convince a group to do something. The term "leadership" has a range of interpretations depending on the context, whether it's in academia, business, politics, or social work (Messick & Kramer, 2004). deny that a person's presentation of initiative credits is influenced by the characteristics and abilities of the event and circumstance. If a person believes that his goals and objectives may be achieved through involvement, he will support it. Otherwise, the person's preference will wane. When one member of the group links the influence or ability of other members, authority is created. (Islam, 2023) take into consideration that leadership entails a power imbalance between leaders and consortium members. Everyone in a group has some degree of power, but the leaders usually have far greater sway. Xu & Wang (2008) stated that the leadership role in a partnership is essential to creating a vision, organizing goals, and processes, preparing strategies, and procedures to achieve common objectives in a way that is both competent and viable. Efforts and organization are also required, as are the use of hierarchical practices. The mission, the vision, and the ability to adapt to a constantly changing external environment can only be achieved with great

leadership (Harris et al., 2007). Issues with exploitative systems, high staff turnover, and sloppy financial procedures are plaguing many companies right now. It can be due to ineffective leadership. In order to achieve their objectives, many companies seek out strong leaders who can coordinate and inspire their employees (Gajenderan & Nawaz, 2020). The administration is the main factor that determines whether a firm succeeds or fails. A professional manner in which a pathfinder conducts and inspires others to carry out hierarchical tasks (B et al., 2020).

Challenges in Adopting Military Leadership Traits in Corporate Settings

Military leadership is disciplined, strategic in its decision making and able to manage crises (Rhodes, 2006). The characteristics have successfully guided people through demanding situations that demand swift decisions under high-stress conditions. Many business leaders aim to use military leadership principles in their organizations to build operational efficiency coupled with organizational resilience because of escalating business uncertainties that include economic risks and fast technology changes (Bartone, 2006). Corporate challenges exist when directly applying military leadership principles to civilian organizations.

The main barrier to successful implementation arises from dissimilarities between military organization models and those used by corporations (Augier et al., 2014). Military leadership operates in a staunch pyramid with clearly delineated power and corporate environment frequently promotes the ideas of decentralization, creativity and adaptability. The corporate working environment's staff members usually oppose structured directive systems that Favor collaborative inclusive leadership and desirable innovative thought and independent work (L. Sharma et al., 2024). Military leaders place importance on strict discipline alongside absolute obedience but corporate organizations stress flexibility and

work-life balance thus making it challenging for military leadership principles to transfer without changes.

The contrast between organizations on approaches to risk-taking along with pursuit of objectives creates an additional leadership challenge. Leaders in military training learn to fully evaluate related risks through operational stress while fast-moving according to their mission-directed principles (Washington, 2006). The requirements for corporate leadership include financial sustainability balance between stakeholder needs and business aspirations so they adopt a more considered method of decision-making (Osibo, 2023). Corporate leaders develop their skills from mentorship and market exposure along with leadership development programs instead of the extensive training experienced by military commanders in high-stakes situations leading to a complex transfer of military leadership traits.

Patient adherence to a tailored integration of military leadership traits enhances corporate organizations when the implementations match strategic goals with organizational culture. Businesses that master the barriers to military principles adoption can implement such traits properly to build leadership based on both control and creativity along with discipline and teamwork (Day et al., 2014).

The army's professionalism, reform, feminization, outsourcing of services and activities, transformation, and the tasks allocated to it both internally and externally will be greatly affected by the future difficulties faced by states and the international community.(Roy et al., 2017). Each state's army is asked to carry out both established and novel duties in this environment, which is marked by dynamism, interconnectedness, the creation and manifestation of new threats in defense, and national and collective security (Tarapore, 2020). Military commanders' leadership and management styles have a direct influence on the efficacy and effectiveness of these positions' duties.

Normative prescriptions (rules, regulations, instructions, and commands) control the goals, structure, actions, behaviour, and member responsibilities of the army, making it an institution. On the other hand, the army is structured like any other organization: it consists of a collection of individuals who have come together to form a unit with clear objectives and a history of following both official and unofficial regulations (Chimni, 2004). The military organization sets itself apart from other organizations through its mission and unique management and leadership structure (Ahmad, 2021).

The military group's stated primary goal is "the unconditional fulfilment of constitutional missions and missions resulting from the quality of the respective state as a member of a political military alliance." (Beldiman, 2019). It is imperative that military leaders adopt contemporary methods of leadership, educate and cultivate both civilian and military workers, and motivate and engage employees to carry out their legally assigned responsibilities.

Current theory and practice emphasize that effective organizational administration is insufficient; leaders are necessary for groups and organizations. To change organizational culture and increase an organization's efficiency and competitiveness, leaders at all levels of hierarchy are required. The basic idea at the outset is that the leader matters and that those at the top of the hierarchy undoubtedly affect an organization's output (Maamari, 2019). A leader can alter the everyday performance by setting priorities, standards, and objectives. His ability to foresee the future and formulate well-defined objectives allows him to irrevocably alter the trajectory of evolution. Military organizations are among the most involved in the general development of society among all the many sorts of organizations (Huebner & Flessa, 2022). The military places a premium on leadership since future activity conditions are considered during personnel training and

activity planning, and these conditions can contain several unanticipated variables that differ greatly from organizational expectations.

The quick reorganisations within the military, the fallout from their country's commitment to foreign military alliances, and deployment of our strongest forces to different theatres of operations have all contributed to the qualities that the leaders of the military hierarchy need to plan and coordinate the operations in the military system are becoming increasingly apparent (Mahalingam, 2019). The army is a structured system of interpersonal relationships that reflects certain shared ideals and operational procedures and meets the basic necessities of the community in which it operates. In order to complete legally mandated tasks, it possesses the necessary financial, material, and human resources (Nuciari, 2006). When compared to other organizations, the military organization is unique and customized by its core goal. Additionally, the army, which is a military organization, has its own hierarchy, leadership, and organizational structure. Its operations are conducted in compliance with state laws, military regulations, and commanders' and chiefs' orders (Beldiman, 2019).

Leadership has been studied for many years in behavioral science and the military. Although there isn't a single, widely recognized definition of leadership, it has been proposed that a leader is someone creative, looks for novel solutions to issues, and contributes something fresh and unique to a group (Dolan, 2016). It is a behavioral perspective on leadership since it breaks down the actions and characteristics of an active leader. On the other hand, leadership has also been characterized as a quality that certain individuals just have (McCleskey, 2014).

Various theories have been developed within the framework of the behavioral perspective to explain the wide range of behaviors that leaders might display. Longshore & Bass, 1987, built on the work of Reid & Dold, (2018) and suggested a leadership structure

that is divided into two parts: transactional leadership and transformational leadership. Whereas the latter describes leaders who support their subordinates' development, the former refers to leaders who merely issue commands. Those who use their charm and charisma to persuade followers and other participants to choose the needs of the group or the organization over their own are known as transformational leaders. Because of this, the subordinate may advance Maslow's hierarchy of needs, from physiological to safety to love and belonging to esteem, and eventually achieve greater levels of achievement and self-actualization (Longshore & Bass, 1987). A transformative leader prioritizes the development and progress of their followers.

On the other hand, because they issue commands or requests, transactional leaders are referred to as the givers (Bleda et al., 1976). These leaders value a association where both the leader and the follower can benefit from the exchange of knowledge more highly. Kuhnert & Lewis (1987), where a provided command and a result carry out the exchange. In this symbiotic relationship, the leader completes the assignment, and the subordinate either learns from the leader or simply receives their respect. For a transactional leader, results are more significant. The US Army is one organization that values leadership highly. Although they have received training on their responsibilities and fundamental leadership techniques, these leaders are free to choose any style they like. Because of this, these leaders are highly distinctive and appealing to consider while analyzing leadership philosophies (Gonzales, 2016).

Leaders in today's fast-paced corporate environment are crucial in fostering the social potential of their firm, as companies are constantly striving to achieve greater heights. A leader is someone who can persuade their subordinates to act in a certain way by the use of a set of skills and traits. One person's capability to influence the actions of another in a positive way is an example of this kind of social influence (Carsten et al.,

2018). Motivating other people to take action is an art form. Commitment from workers depends on the leader's style. Chen & Silverthorne (2005) together with the overall growth and prosperity of the company (Yukl, 2008). When examining the elements that determine whether contemporary businesses, organizations, or even social structures succeed or fail, it is significant to highlight the unique significance of these organizations' leaders. There is little doubt that leaders bear a large portion of the blame for the outcomes attained. Observing the actions of those in charge of shaping the organizational culture and vision at the top can offer a good indication of their character, value system, and ideals. It is undeniable that the character, credentials, and ideals of an organization's leaders affect the present behaviour and long-term attitudes of its workforce (Zigarmi et al., 2015).

What makes this study even more interesting is the comprehensive way it addresses the leadership issue. A wide range of academic disciplines are intrigued by this subject, including political science, sociology, psychology, and philosophy. A growing number of management theorists and scholars have taken an interest in studying leadership and the elements that impact its effective execution in recent years (Schnurr & Schroeder, 2019). An issue that has been brought up in this context is the importance of several different things, one of which is good leadership (Landells & Albrecht, 2017). Much interest is drawn to positive organizational studies because they detail the strategies and tactics that led to some firms' outstanding performance, outstanding results, or high efficiency. That executive conduct must be continuously modified to meet the demands of particular circumstances. According to this method, a leader should be both supportive and directive. The executive's ability to effectively blend directive and supportive components in leadership acts determines the breadth and depth of their impact. This is due to the fact that aspects such as employee motivation and skill sets evolve with time, calling for constant tweaks to their balance. They now have a better knowledge of this phenomenon

and how it affects an organization's success thanks to the many leadership studies and literature on the topic. A comprehensive literature review is the main methodological foundation for review research (Burnard, 2019), focussing on particular concerns pertaining to the efficiency of leadership styles and the significance of traits exhibited by contemporary leaders (Karaszewski & Drewniak, 2021).

1.2 Research Problem

Leadership is an significant factor in the achievement or efficiency of any organization such as in the defence forces or in the corporate sector. Défense service officers are trained to lead in stressful conditions, make decisions, be disciplined, resilient and work as a team. Leadership qualities of theirs make it possible for them to withstand crises, bring the team together, and see the mission through, even in most difficult of situations. However, corporate leaders work in a competitive business environment that is dynamic, requiring decisions to be made, innovations, flexibility, and management of stakeholders to achieve organizational goals. Military and corporate leaders need strong leadership qualities but the difference in the operational context makes a case for whether military leadership traits are workable in a corporate setting.

The lack of structured training in crisis management, resilience, and discipline gaps remains one of the critical gaps in leadership development for corporate executives, although these are skills that are deeply embedded in military leadership. The COVID-19 pandemic brought to the fore the imperative of corporate leaders to be fast on the uptake of uncertainties, handle crises well, and rally teams through challenges. There are many businesses that are struggling to adapt to the sudden disruptions and this is where defense officers outshine in areas of strategic planning, rapid decision making and employee motivation. Even though military leadership traits can provide a wealth of lessons for corporate executives, regimented hierarchical structure and command-oriented approach

of defence sector may not perfectly serve the demands of the dynamic and innovative corporate world.

This research makes an effort to draw parallels between the leadership styles of corporate executives and those of officers in the defence force. The article will continue by discussing how global crises like the pandemic may teach business executives valuable lessons in military leadership that can improve company operations and crisis management. The study will also look at grooming strategies for corporate leaders to determine skills that would be required to make them adept to enhance organizational effectiveness while maintaining the adaptability and innovation. By illuminating how firms might integrate resilient and disciplined leadership models to deal with uncertainty and attain long-term success, the goal of this research is to help find a solution to that problem.

1.3 Purpose of Research

The objective of this research is to analyze the leadership traits of defence service officers and determine their relevance and applicability for corporate leadership. The military as well as the corporate sector both rely on leadership but the characteristics and the methods of leadership used in these sectors are vastly different because of the variations in operational environment, objectives and challenges. Finding military leadership qualities that may be integrated into corporate leadership models to enhance decision-making, resilience, and crisis management is the goal of this study, which aims to bridge the gap between the two leadership paradigms.

This research is key in assessing what makes up good defense service officers such as discipline, strategic thinking, adaptability, accountability, and crisis management. First, these traits help military leaders to make quick and active decisions under high-pressure situations. On the other hand, corporate leaders work in a dynamic environment, innovation, flexibility, stakeholder engagement, and long-term planning are crucial. This

research goal to identify which defense leadership traits can be adopted by corporate leaders, especially in managing business operations and coping with global crisis of the COVID-19 pandemic, by identifying the commonalities and differences between these leadership styles.

In addition, this research seeks to offer some insights into the change in the leadership demand of the corporate world and strategies to prepare and develop future business leaders. In the course of this, it will discuss various structured training programs, mentorship styles, and leadership development frameworks where corporate executives can master the skills acquired from military leadership.

The research hopes to provide valuable recommendations for business organizations, leadership training institutions, and policymakers on how to integrate effective leadership practice in all sectors of human existence through this study. We will find out what businesses can do to develop their leaders, not only being visionaries and innovators but also resilient and ready to lead through crises with confidence and strategic foresight.

1.4 Significance of the Study

Whether in the business world or the military, strong leadership is crucial to an organization's achievement. This is a significant study because it investigates leadership traits of defense service officers and their suitability in corporate leadership. Through examining this military leadership, the research offers valuable suggestions regarding these corporate leaders who can improve critical decision-making and crisis management tools by utilizing military leadership 'qualities.

This study has one of the critical contributions to improving leadership training programs in the corporate setting. defence forces have had a leadership style that is structured, disciplined, and mission-oriented which has helped them to function effectively

under the most extreme pressure, a quality that can be highly beneficial in corporate world. The key is understanding potential tinkering on these traits can lead organizations to create more resilient leadership teams, that can effectively handle uncertainties like economic downturns, global crises, and organizational restructuring.

This research is also highly relevant to the post-pandemic business environment where corporate leaders need to make quick strategic decisions while maintaining the health of their employees and ensuring the sustainability of the organization. Adaptability, strategic foresight, and teamwork are the marks of military leadership which are also the cornerstone of our business survival and success in an uncertain market environment. Integration of these attributes into the corporate leadership frameworks enables companies to build a more agile and efficient workforce.

This study is also of implication to leadership development programs in business schools and corporate training institutions. It provides a unique perspective on how leadership can be cultivated apart from traditional business management approach by highlighting the transferable aspects of military leadership. Those who lead an organization can use these findings to refine their leadership development strategies and, as a result, get their executives well-prepared to tackle challenges and future successes.

This research also helps policymakers and human resource professionals in structuring the transformation of leadership. Through the ability to customize military leadership foundations for business contexts, organizations can better enact more successful leadership succession planning, crisis management strategies, and corporate governance systems.

Overall, the work of this study serves to bridge the gap between military and corporate leadership to fill a gap in academic literature and a practical business application. This is to stress the importance of a hybrid leadership model, integrating the discipline of

strategy with the flexibility and innovativeness needed in the business environment, so this could be stronger, more efficient organizations.

1.5 Research Purpose and Questions

The study's results should clarify the ways in which military officers and corporate executives' leadership styles are comparable and distinct. The goal is to look for the most important military leadership characteristics that will increase corporate decision-making, adaptability and efficiency, such as resilience, discipline, strategic thinking and crisis management. In addition to the study, it will also look at how these traits may be incorporated into corporate leadership frameworks and specifically how they will be helpful in handling crises like COVID-19 pandemic. Additionally, it seeks to provide strategies for developing future business leaders via formal mentoring and training programs. This research seeks to connect military and business leadership in an effort to enhance leadership effectiveness and organisational success.

1. What are the various personality traits that are looked into before selecting a candidate to be trained to become a Defence Forces Officer?
2. What are the required personality traits of a Corporate Leader?
3. How can the personality traits of the two diverse types of sectors be compared (traditional or alternative)?
4. What are the personality traits of a Defence Officer that must be inculcated in any corporate leader?
5. How can we select and groom an individual to be a corporate leader?

CHAPTER II: LITERATURE REVIEW

2.1 Introduction

The idea of leadership is fundamental to the structure of the military. Leadership training is highly valued, military cadres are often mentioned, and people often talk about their own leadership experiences while serving, all of which attest to the strong emphasis on passing on leadership traits in the military (Beckley, 2010; Jermier, 1993). But there's much ambiguity with the term. It provides value judgments (e.g., effective/ineffective, good/evil, ethical/unethical) that accompany emotion and a vast array of meanings and substance (Kumari, 2024). The military is a hotbed of controversy regarding leadership, particularly over the nature and practice of successful leadership.

In the context of the military and conflict, word "military leadership" describes the methods of exerting influence and providing orders. All of these factors, including the military's hierarchical structure and brutal nature, combine to make military leadership unique (Baets, 2013; Fielder, 2011). The military has a simplistic view of leadership based on a one-dimensional chain of command, whereby one person at the very top of the chain of command has the power to dictate what their subordinates think, feel, and do via their words and actions (Weisiger, 2016). Social influence can permeate an organisation at all levels thanks to a command structure and chain of command (Kernic, 2023; R. L. Miller, 2008). Within the hierarchical structure of command, there is a distinct difference between the leader and the follower.

It is often acknowledged that effective organisational leadership involves the leader's vision, fostering team spirit, and motivating staff, all of which are crucial components of effective leadership that boost organisational performance (Sumanasiri, 2020). Nevertheless, organisations are being pushed to network with a wide range of

stakeholders, such as governments, local communities, and customers, in response to the increasing environmental, social, and geopolitical concerns on a global scale. This will enable them to take on more active roles as global citizens. (Maak & Pless, 2006; Voegtlin et al., 2012). Researchers in the field of leadership have investigated many methods of organizational leadership to address this issue. These approaches include transactional leadership, charismatic leadership, transformational leadership, and contingency-based leadership. Nevertheless, due to a leadership crisis that has persisted over the years, unethical activities have become commonplace in today's workplaces. As a result, companies are looking for new approaches to tackle challenges like workplace incivility, lack of morality, and distrust (Copeland, 2014; Degerlund, 2016). In response to this void, the literature on leadership developed the ideas of transformative and charismatic leadership (J. P. Miller, 1996). Leadership researchers and practitioners, however, started to see that strong moral and ethical leadership principles were crucial to the survival of organisations. A result of this was the concept of value-based leadership (VBL) becoming well-known among academics and professionals.

2.2 Leadership Traits

In a study, Dirani et al. (2020) investigated taking into account the additional responsibilities of “Human Resource Development” (HRD) in light of consequences of pandemics generally and COVID-19 specifically, as well as the responsibilities of domestic and international leaders and organisations in response to the virus. These studies seek to answer the following question: What skills and qualities do effective leaders need to have before, during, and after a crisis? In addition, how do HRD professionals see themselves assisting their companies both during and after a crisis? Based on research in both domestic and international settings, the authors of this paper identify a number of themes that, taken together, constitute basic skills for effective leadership during times of global crises. They

began by discussing the skills and qualities that leaders must have during times of crisis, then moved on to examine examples of effective leadership in various settings. Finally, they reflected on the changing responsibilities of HRD scholars and professionals in the aftermath of a worldwide catastrophe.

In Kapucu and Ustu (2018) studied the relationship between leadership skills and the impression of crisis management's effectiveness. A strong correlation between good crisis management and fundamental leadership abilities was found in the study. Based on their self-reported responses, Turkish executive public officials came to this conclusion. The success of crisis management was significantly correlated with task-oriented leadership behaviors as opposed to people-oriented and organization-oriented leadership behaviors. The research proved that effective crisis leadership relies on fundamental leadership skills. A positive correlation between the key leadership competencies and crisis management effectiveness was found through hypothesis testing using the covariance structure model. In addition to expanding our understanding of crisis leadership, this research provides practical recommendations for public sector managers and practitioners looking to improve their organizations' crisis management capabilities.

According to Bundy et al. (2017), the study of crises and crisis management has long piqued the interest of organisational researchers. Whether studying the causes, effects, or methods of crisis management, researchers have found several crucial things. Nevertheless, scientists still face challenges in understanding the essential conclusions of the literature, identifying unsolved problems, and navigating forward due to the fragmented nature of research in this domain. They offer a comprehensive framework for crisis management and crises that incorporates findings from public relations, corporate communication, organisational behaviour, strategy, and organisational theory to tackle these difficulties. They find two main schools of thought in the literature: one that deals

with crisis dynamics from the inside, and another that deals with controlling stakeholders from the outside. They go over the fundamental ideas from both points of view and point out where they agree. Last but not least, they suggest areas for future study to researchers interested in crisis management and crises using their integrative framework.

In Gonzales (2016) explores the prevalence and relative importance of transactional and transformational leadership styles among commanding US Army ROTC cadets. Secondly, we wanted to find out if different leadership styles significantly affected the happiness of non-leadership US Army ROTC students with the program. They hypothesised that people in charge would give themselves higher marks for transformative leadership than those in lower-level roles. A predicted correlation between program satisfaction and transformational leadership was a positive one, and a negative one with transactional leadership. A large percentage of the variation in program satisfaction was also anticipated to be accounted for by both leadership styles. It was discovered that program satisfaction was favorably correlated with some aspects of transformational leadership, while transactional leadership was not found to significantly lower program satisfaction. Discussion follows on these findings and the ways forward.

2.3 Leadership in Defence Forces

In Yogaswara et al. (2023) examined how the TNI's organizational performance is impacted by the efficiency model of military leadership and “organizational military behavior” (OMB). For this study, researchers surveyed participants using both descriptive and explanatory questions. The sample for this research consisted of 69 POMDAM and DENPOM units across Indonesia. Google Forms is utilized for the data collection process, which employs cross-sectional methods. A Partial Least Square-Structural Equation Model is employed for the data analysis. The study's conclusions are as follows: (1) the new concept has valid and reliable indicators, (2) military leadership significantly affects

organizational performance, and (3) OMB mediates this relationship. Consequently, the research is anticipated to contribute to one of Indonesia's vital sectors and be taken into account in military-related research. Also, future studies should put the ideas and models presented here to the test through actual experiments.

In a study, Muhadi, Yohana and Santoso (2023) investigate the elements influencing the organizational citizenship behavior of Koarmada-I's First Officers. This behaviour is examined in terms of trust, environment, leadership, and organizational commitment. This study's sample includes one hundred forty-three First Officers from Jakarta's Koarmada-I. The research tests its hypotheses using Structural Equation Modelling, descriptive statistics, and reliability and validity tests. The findings indicate that trust significantly affects organizational commitment but has no discernible impact on organizational citizenship behavior. Leadership in the military has a major effect on corporate citizenship practices, but it does not appear to have much of an effect on organizational commitment. There is a weak correlation between environmental conditions and organizational citizenship behaviour, but a strong correlation with organizational commitment. The study found that organisational commitment affects corporate citizenship behaviour. Additionally, trust influences organisational citizenship behaviour indirectly via organisational commitment. Organisational commitment does not appear to be a channel via which military leadership influences organisational citizenship behaviour. Lastly, organisational commitment is one way in which environmental factors influence organisational citizenship behaviour indirectly.

In Šimanauskienė, Giedraitytė and Navickienė (2021) explored the effect of leadership behaviors on military officers' inventive behaviors, including facilitating innovation, assigning responsibilities, providing intellectual stimulation, and offering rewards, on both upper-level (N = 275) and middle-level (N = 891) management. The four

chosen leadership traits have been empirically validated using a questionnaire based on the methods of quantitative sociological research. Statistically significant and strongly related at the commander level were the following: intellectual stimulation and delegation of tasks; incentives and delegation of tasks; delegation and support of innovation; and incentives and support of innovation. For military commanders in the middle management ranks, there were two noteworthy connections between the following variables: rewards, delegation and support for innovation. Although the leadership styles of the senior and intermediate management of the Lithuanian Armed Forces are highly regarded by both commanders and military personnel, commanders are more enthusiastic about the chance to provide fresh perspectives within their unit, according to the compatibility of opinions analysis. Also, when people sense support for innovation, they are more likely to take the initiative, and they are more favorable towards the notion that leadership gives them the authority to make decisions and put them into action. Based on the disparities in leadership behaviors between top and middle management, it has been found that the innovation promotion process within Lithuanian Armed Forces affects subordinates' creative activity differently at different hierarchical levels.

Personality Traits Required for Selection in Defence Forces

In Huijzer et al. (2022) compared the personality features of 110 male commandos with experience from the Netherlands with those of 275 men of a similar age who served as a control group. Furthermore, utilising the personality qualities assessed at the outset of the special force's selection process, they related the outcomes of applicants who ultimately graduated ($n = 53$) with those who did not complete the program ($n = 138$). The matched civilian group and the commando group were compared using multilevel Bayesian models and t-tests, which revealed that the commando group was less neurotic ($d = -0.58$), more conscientious ($d = 0.45$), and significantly less receptive to new experiences ($d = -1.13$).

Also, graduates were less likely to be neurotic ($d = -0.27$) and more diligent ($d = 0.24$), in comparison to dropouts. Other criteria, such as physical performance and other psychological constructs, must also be considered when making a selection, since personality qualities do not seem to be discriminative enough for graduation success. However, these findings do present some intriguing hints regarding the possibility of incorporating personality factors in the special forces recruitment process.

In another study, Bobdey et al. (2021) investigate the association between the character attributes of cadets attending an AFTS and their academic and military success. A total of 607 cadets had their personality traits evaluated with the Revised Neuroticism Extraversion-Openness Personality Inventory (NEO PI-R). The results of the "Officer Like Qualities" (OLQ), "Outdoor Activities" (ODT), and "Academics and Extracurricular Activities" (ECA) tests were then correlated with these traits. Cadets who scored high on the neuroticism personality characteristic and low on the conscientiousness (work ethic) attribute did poorly across the board in every area where performance was evaluated, including ECA, OLQ, and ODT. Academics, ODT, and OLQ were also found to have a strong negative association with Neuroticism aspects. The results of Academics, ODT, and OLQ were favourably connected with traits of conscientiousness (work ethic), on the other hand. Participation in extracurricular activities was associated with higher levels of intellectual curiosity and modesty. This research is the first of its kind to try to determine which personality qualities are best suited to military training within the Indian Armed Forces. Cadets who scored low on neuroticisms and high on conscientiousness fared better in the military academy, according to the study. But further research is needed to confirm the current study's results and to suggest the best personality qualities for military training.

Skoglund et al. (2021) looked into the correlations between ratings on the Five-Factor Model and (1) military selection interviews and (2) field selection exercises that

mimicked a war situation. The study's subjects were 901 individuals who were enrolled in a Norwegian Armed Forces officer training program's selection process. The NEO-PI-3 was utilised to measure personality in the study, with the addition of the shorter NMPI for convergent test validation. Military selection officers evaluated applicants according to their ability to lead in a mission command setting. Following adjustments for age, gender, and general intelligence, results showed that openness (-) and extraversion (+) were slightly predictive of mean competency evaluations in the interview and field selection task. In addition, because there were strong relationships across the competencies, the selection officers rated the candidates using somewhat global assessments. Results indicate that personality tests can help in hiring decisions by providing a more detailed picture of candidates' abilities.

In this work, Boe and Holth (2015) investigated potential links between leadership style known as “Developmental Leadership” (DL) and the creative process, specifically looking at the factors of inspiration and motivation. According to the first hypothesis, people who rank highly on the inspiration and motivation factor in DL are likely to rank low on the warmth and sensitivity dimensions and moderate to high on the following dimensions: dominance, abstractedness, social boldness, and openness to change. According to the second hypothesis, there should be a low level of sensitivity and warmth among respondents with high levels of inspiration and motivation in DL, as well as moderate to high levels of logic, social boldness, rule-consciousness, and abstractedness. The Norwegian Military Academy administered the 16PF personality test to sixteen cadets to gauge their character quirks. In addition, the DLQ was administered to the cadets to see how often the DL style was observed. Their findings demonstrated that neither of our hypotheses received much, if any, support. The fact that the DLQ and the 16PF seem to focus on different topics could be one reason why our hypotheses have not been confirmed.

It is startling to see some of the outcomes. Research involving larger groups is essential for obtaining more definitive results, as this could be attributed to the sample size.

Leadership Styles in the Military

In this work, Ruiz Moreno et al. (2021) examine the mediating role of proactive personality in leadership styles and engagement relationships. There was an empirical study in Spain that looked at 348 service members to see how servant leadership, paradoxical leadership, genuine leadership, employee engagement, and proactive character qualities fared. Utilizing the PROCESS macro for SPSS, we conducted bootstrapping analysis on the survey data and an SEM analysis with EQS. Even though genuine and paradoxical leadership approaches can't help cadets and officers work through their differences, it has been demonstrated that officers' usage of servant leadership styles directly affects their cadets to some degree through proactive personalities. They also prove that being an engaged citizen is directly related to having an active personality. Leadership in the military can benefit from new leadership styles that encourage initiative and participation, according to the study's ramifications. It is confirmed here that leaders in the military must establish servant leadership as a foundation for proactive dispositions. The second thing they prove is that proactive personalities and servant leadership can have a good effect on engagement to a certain extent. This study fills a gap in the literature by putting servant, paradoxical, and authentic leadership theories to the test in a military setting, specifically looking at how these styles relate to engagement and proactive personalities.

According to Stănciulescu and Beldiman (2019) Organisational leadership has been the subject of much academic inquiry as the effectiveness of any social organisation is directly related to the leadership style of its members. This is why scientists need to investigate how to become better leaders and how to identify and select those with the

necessary abilities to lead effectively. Leaders in the military face a myriad of challenges on today's battlefields, and this study delves into those challenges, as well as the nature of the military organisation and complex environment in which it functions. Additionally, it highlights the characteristics of charismatic leaders by bringing emphasis to the tie that exists between leaders and their subordinates, which can be emotional, spiritual, or even irrational.

In Hamid et al. (2018), researchers looked into how different leadership styles, such as transactional and transformational, affected morale in the military. The primary objective of this research is to compare and contrast the two leadership styles and their impact on employee morale. Data collection here was done using the quantitative methods. This study is about infantry soldiers of the Border Regiment, with officers and other ranks as respondents. Bass and Avolio's (2004) "Multifactor Leadership Questionnaire" (MLQ) was utilized as a research instrument together with morale items. Findings from this study should clarify the significance of subordinate morale and the role of transactional and transformational leadership styles within a unit.

In Podhorec, Hriník and Lakoš (2017) clarified the managerial function of a commander within the framework of command and control. It defined the competences model and how they should be had by the commander. The capacity to actively and imaginatively adjust to changing settings and to control negative psychological repercussions were the primary foci of the study. The capacity to control the commander's internal and external actions in light of the present circumstance is likewise highly valued, as is the capacity to make decisions when faced with uncertainty.

Officer-Like Qualities (OLQs) and Their Relevance in Leadership Selection

Selection means choosing a few most suitable from amongst many available. Selection has been going on for time immemorial although the procedures have been

undergoing changes with change in time. The procedures have seen changes from arbitrary and quick to detailed and lengthy.

Passage of time and improvement in education system and awareness, paved way for evolution of scientific evaluation/selection. The aim is to choose a right candidate for the job to satisfy the purpose of selection process.

This development influenced Armed Forces too. With Psychology rearing its head, the first organized application of psychological method of Selection was made in US Army in 1917. The fundamental benefit of psychological selection is that it can rank the intermediate candidates according to their merit, in addition to distinguishing between the extremely good and the extremely bad. Applying it allows one to assert objectivity, impartiality, and a fairly consistent evaluation criterion (Defence Institute of Psychological Research (DIPR), 2007).

The goal of any good selection system is to find the most qualified individual for each open position. Officer-Like-Qualities (OLQs) are the foundation of military leadership evaluations and the selection process. This test uses the same battery of OLQs to evaluate each candidate independently and concurrently using three different methodology. These assessors are:-

- (a) Interviewing Officer** – Using the interview technique.
- (b) Group Testing Officer** – Using situational tasks.
- (c) Psychologists** – Using Projective tests.

The OLQs have been grouped into four factors as below: -

- (a) Factor I** - Qualities of Head/Intelligence
- (b) Factor II** - Qualities of Heart
- (c) Factor III** - Qualities of Gut
- (d) Factor IV** - Qualities of Limbs

The definitions of the OLQs and their grouping are enumerated below.

DEFINITIONS OF OLQ'S

Factor I (Planning & Cooperation)

- 1. Effective Intelligence (EI).** “It is the intelligence utilized in coping with practical situations of varying complexity, It is different from basic intelligence, which is the capacity to perceive relations or do abstract thinking. Basic intelligence is assessed by the use of intelligence tests. Effective intelligence includes practical intelligence and resourcefulness.”

(a) Practical Intelligence. “The capacity to evolve independent solutions of practical problems and situations.”

(b) Resourcefulness. “The capacity to put to use the available means for the desired end. It may be said to contain two factors:”

(i) “Improvisation of a solution, and”

(ii) “Finding a solution when in a tight corner.”

It is the intellectual ability, which leads to concrete results in situations of varying complexity.

- 2. Reasoning Ability (RA).** “It is the ability to grasp the essentials well and to arrive at conclusions by rational thinking. Reasoning ability includes receptivity, inquiring attitudes, logical reasoning and seeing essentials of a problem.”

(a) Receptivity. “The ability to understand and absorb new impressions. It involves interest, attention and grasping power.”

(b) Inquiring Attitude. “Healthy curiosity resulting in an urge to increase one’s general knowledge and experience in life.”

(c) Logical Reasoning. “The ability to arrive at conclusions or judgement based strictly on a process of rational thinking and excluding emotional factors.”

(d) Seeing Essential of the Problem. “The ability by which the individual is not only clear in his knowledge of the situation at hand, but also is able to analyse various factors, sift them in order of importance and make best use of them towards achieving a solution.”

It is the capacity to solve problems of various complexity using logical reasoning and reasonable thought. It doesn't include emotional components.

3. Organising Ability (OA). “This is the ability to arrange the resources in a systematic way so as to produce effective results. It can also be defined as the ability to put to the best use of available means for attainment of a desired objective.”

It is the ability to organise one's resources in a way that maximises time and effort while producing desired outcomes.

4. Power of Expression (PoE). “It is the capability to put across one's ideas adequately with ease and clarity.”

Factor II (Social Adjustment).

5. Social Adaptability (SA). “It is the ability of an individual to adapt himself to the social environment and adjust well with persons and social groups, with special reference to superiors, equals and subordinates, Social adaptability includes social intelligence, attitude towards others, tact and adaptability.”

(a) Social Intelligence. “It is the intellectual ability applied in social field. It is the ability to understand people.”

(b) Attitude Towards Others. “It is the ability to put oneself in the other man's position so as to appreciate justified difficulties and to render help in a proper way.”

(c) Tact. “This involves skilful management of the feelings of the person dealt with.”

(d) Adaptability. “It is the ability to adjust to the environment with special references to the social situations in that environment. While considering service aspect, it involves not only a resilient nature shown by an accommodative tendency but also keenness in service life.”

This trait encompasses awareness of one's local surroundings and societal expectations and standards.

6. Co-operation (Coop). “It refers to the attitude of an individual to participate in willing harmony with others in achieving a group goal. This implies a belief that collective effort is more productive than individual effort. Co-operation includes the element of joint effort and team spirit. Team spirit indicates loyalty to the aims and objectives of the group to the extent of subordinating individual aim to group aim.”

7. Sense of Responsibility (SoR). “It enables a person to be dependable and willingly discharge his obligation. It includes sense of duty but is much more comprehensive in meaning and scope. Sense of responsibility implies:”

(a) Sense of Duty. “Faithfully and firmly doing what one is ordered to do.”

(b) Discipline. “A trained sense in acting strictly in accordance with rules, regulations and conventions. This factor promotes development of self-control and keeps one within bounds of social norms and standards.”

“Sense of Responsibility therefore means:”

(i) “A thorough understanding of values of duty, social standards and of what is required of an individual and then giving it his energy and attention.”

(ii) “Doing one’s best, carrying out even unspecified and probably unforeseen duties and obligations, rather than faithfully carrying out what one is told to do. It demonstrates moral willingness to face the consequences.”

A person who possesses a strong sense of responsibility is reliable and willing to fulfil his commitments.

Factor III (Social Effectiveness).

8. Initiative (Init). “It is the ability to originate a desirable action in the absence of an order or suggestion, to see what needs to be done and be enterprising enough to do it. It has four aspects:”

(a) “Ability to take the first step”

(b) “In an unfamiliar situation”

(c) “In the right direction”

(d) “Sustain it till the goal is achieved”

9. Self- Confidence (SC). “It is the faith in ones ability to meet stressful situations particularly those that are unfamiliar. Correct assessment of one’s capabilities would make a person adequately self-confident.”

10. Speed of Decision (SoD). “The ability to arrive at workable decisions expeditiously. It comprises:”

(a) “The appropriateness of the decision arrived at.”

(b) “The quickness in arriving at the decision.”

“This is the ability to make a good and final decision”.

11. Ability to Influence the Group (AIG). “This is the ability, which enables an individual to bring about a willing effort from the group for achieving the objective desired by him. This influence is the prime cause of co-operative and willing effort of a group towards the achievement of a set objective. Ability to exert influences on the group is the quality, which enables an individual to extract co-operation and willing effort from the members of the group towards achieving a desired objective.”

12. Liveliness (Liv). “The capacity of an individual to keep himself buoyant when faced with problems and to bring about cheerful atmosphere indicates liveliness.”

Factor IV (Dynamic).

13. Determination (Det). “It is sustained effort to achieve objectives in spite of obstacles and setbacks. It implies fixedness of purpose, mental concentration and strength of will. It includes:”

(a) Application to Work. “The capacity of physical application to work.”

(b) Drive. “The inner motive power at the disposal of an individual. It is the capacity to force oneself along when under pressure and display urgency towards the achievement of the objective.”

The ability to remain focused and determined in the face of setbacks and distractions is what this is all about.

14. Courage (Cou). “The ability to appreciate and take purposive risks willingly. It includes:”

(a) “Ability to meet appreciated dangers.”

(b) “Spirit of adventure, enterprise and willingness or desire to dare or risk a hazard.”

(c) “Capacity to keep oneself composed in adverse situations and to remain steady in facing and handling such situations.”

15. Stamina (Sta). “The capacity of an individual to withstand prolonged strains and stresses of life is called stamina. It includes mental as well as physical stamina of an individual.”

INTERRELATION/CORRELATION OF OLQs

To understand the interrelationships of OLQs, each definition of the qualities including sub-qualities should be clearly understood. They should be examined in light of other qualities in the same factor and other factors.

Interrelations of these qualities for inter and intra factors are dealt with in detail in subsequent paragraphs. It is important to understand that these correlations affect the overall assessment of a candidate and his/her suitability to be selected for training as an Armed Forces Officer to be the leader.

INTRA FACTOR CORRELATION

Factor I (Table- 1 Appendix A)

EI and RA: To evolve a solution (EI), one has to first understand the problem (RA). A candidate low in RA will seldom be found to be adequate in EI.

Correlation - high.

EI and OA: If capacity is there (EI), then can ability come (OA). A candidate low in EI will seldom be found to be adequate in OA.

Correlation - high.

EI and PoE: To be resourceful (EI), one should be able to express verbally or through actions.

Correlation – low

RA and OA: One has to first understand (RA), then can put to best use (OA).

Correlation – high

RA and POE: To express clearly (PoE), one has to be clear of sit in Hand but vice versa is not true.

Correlation – low

OA and PoE: To arrange resources in a systematic manner (OA), one should be able to express through actions or words.

Correlation – moderate

Factor II (Table- 2 Appendix A)

SA and COOP: If one can adjust (SA), then one can participate willingly in harmony with others (Coop).

Correlation – High

SA and SoR: To get along with others (SA), one needs to act according to social standards (SoR).

Correlation – High

COOP and SOR: To do unspecified duties and obligations (SoR), one has to be loyal to aims and **Objects of gp (Coop):** A person low in coop will seldom be found to be high in sor.

Correlation – high

Factor III (Table- 3 Appendix A)

INIT and SC: To initiate action, one has to have faith in one's ability.

Correlation – high

INIT and SoD: To initiate action, one has to decide to do that.

Correlation – high

INIT and AIG: One must be skilled at inspiring group effort if an endeavor is to be sustained.

Correlation – high

INIT and LIV: To sustain an action, one needs to keep oneself buoyant when meeting problems.

Correlation – moderate

SC and SoD: To arrive at workable decisions expeditiously, one has to have faith in one's ability. A person cannot be low on self-confidence and high on speed of decision. It may be equal but seldom greater.

Correlation – high

SC and AIG: A person's ability to exert influence over a group depends on his confidence in his capacity to handle challenging conditions.

Correlation – high

SC AND LIV: To keep himself buoyant one has to have faith in one's ability.

Correlation – moderate

SoD and AIG: If one can arrive at workable decision expeditiously, then will he be able to influence the group.

Correlation – high

SoD AND LIV: To arrive at a workable decision, one has to keep himself buoyant when meeting problems.

Correlation – moderate.

AIG and LIV: To influence the group, one has to be buoyant during facing problems and be cheerful.

Correlation – moderate

Factor IV (Table- 4 Appendix A)

Det and Cou: To have sustained effort to achieve obj despite obstacles, one should be able to keep composed.

Correlation – moderate

Det and Sta: To have sustained effort to achieve objective, one has to have capacity to withstand protracted physical and mental strain.

Correlation – high

Cou and Sta: The capacity to endure long periods of mental and physical stress depends on one's willingness to take intentional risks.

Correlation – moderate

INTER FACTOR CORRELATION

FACTOR-I AND II (Table- 5 Appendix A)

A person who is not able to perceive or analyze social situations adequately and apply himself in the said social environment may not adapt so well or lack in sensitivity in handling the people.

Similarly, it would negatively impact his ability to perceive the acceptable social norms and standards and also in comprehending rules, regulations etc.

Correlation – Factor-I has moderate Influence on Factor -II whereas Factor-II will have low Influence on Factor – I

FACTOR -I & III (Table- 5 Appendix A)

A person who has good practical int, able to evolve independent solutions, improvise a solution and find solution in tight corner would have SC, be able to influence others and likely to be livelier.

A person who can think rationally, reason logically, see the essentials of a problem, and arrive at a workable solution is likely to initiate appropriate actions and take speedy and correct decisions.

One who can plan and organize well would generally be confident and also can take the initiative (he may also be able to influence the group better).

A person who can express himself well is likely to have high self-confidence and ability to influence the group.

Correlation – Factor - I has profound impact on qualities of Factor - III.

FACTOR I & FACTOR IV (Table- 5 Appendix A)

One who is able to analyze a problem and rationally evolve workable solutions may apply to work and persist till achievement of objective.

A person who has faced setbacks has to analyse the situation and efforts put in and take corrective steps.

Though high on Factor-I, a person's abilities may get constrained in application due to his inability to handle even routine stress. Thus a person with high Factor-I may be low on stamina and a person high on stamina may be low on Factor-I and this interplay will have a profound effect on the performance of the person.

Correlation – Factor-I and Factor -IV has moderate influence on each other.

FACTOR II & FACTOR III (Table- 5 Appendix A)

An individual who does not have tact, cannot understand people and/or cannot put oneself in other person's position may not be able to bring about willing effort from the group.

Coop and AIG are also inter-dependent. a person unless cooperates himself, is unlikely to bring about cooperation from others.

Correlation – Factor-I and Factor -IV has moderate influence on each other.

FACTOR II & FACTOR IV (Table- 5 Appendix A)

A person with high attributes in OLQs of Factor-IV will generally contribute positively towards Factor-II, but a person with high attributes in Factor-II may not have high attributes in Factor-IV.

Correlation – Factor-II and Factor -IV has low influence on each other.

FACTOR III & FACTOR IV (Table- 5 Appendix A)

Determination involves identification of higher aims and then putting sustained efforts to achieve those aims. Therefore, a motivated person has to take initiative to achieve his goal.

Similarly, a person who avoids taking risks will not be self confident, but a person who takes risks may or may not be confident.

Correlation – Factor-III and Factor -IV has high to moderate influence on each other.

A personality is an integration of qualities and not summation of them. The OLQs have a bearing on each other. Some are more trainable while others are less trainable. We will not divulge in details at this level as the correlations discussed above meets the requirements of the proposed.

2.4 Leadership in Corporate Sector

According to Javed et al. (2020) This study, which draws on contingency and stakeholder theories, looks at how responsible leadership moderates influence of “corporate social responsibility” (CSR) on financial performance and corporate reputation of Pakistani companies. A questionnaire survey was used to gather perceptions of reputation, CSR, and performance from 224 senior-level Pakistani managers. Utilizing structural equation modelling, the data was examined. The outcomes demonstrate that a company's financial performance and reputation are significantly and favourably impacted by socially responsible initiatives for different stakeholders. Furthermore, it was found that the direct relationships between CSR and reputation and CSR and performance were negatively impacted by responsible leadership. It suggests that excessive CSR by executives of socially conscious businesses with high shareholder values impairs performance.

As mentioned by Saha et al. (2020) A lot of focus in recent years has been on the association between CSR, ethical leadership, and firm success, both in academia and in business. Seriously, these three areas have been the centre of a lot of research and journal special issues. Within this framework, this research employs a systematic review to examine the influence of CSR and ethical leadership on business outcomes. To propose a

conceptual framework and define a future research agenda, 114 articles published between 1958 and 2016 were chosen and evaluated using descriptive and content perspectives. Indeed, six major statements indicating potential study directions can be derived from the primary data. In particular, the research shows that monetary considerations are the biggest roadblocks to CSR practice implementation. Reversely, it was determined that a crucial success element in the adoption of CSR practices is the internal and external environment. Lastly, the findings stress the importance of personal beliefs in shaping ethical leadership, which in turn influences CSR positively and both directly and indirectly affects business performance.

A study of Subrahmanyam (2018) was inspired by the idea that successful companies can't expand without strong executives. The larger context of theories of corporate leadership and how well they improve corporate leadership in the business world is what this theoretical debate is trying to address. A thorough examination of leadership patterns across time, place, and theoretical basis is provided by the evolution of theories of corporate leadership. This study traces the evolution of prominent theories and research on corporate leadership from the Great Man thesis and trait theory to decision process theory and a variety of leadership traits. Additionally, this program provides a practical approach to applying academic knowledge in a business setting.

In this work, Pasricha, Singh and Verma (2018) researched organic organisational cultures (such as adhocracy and clan cultures) that act as moderators of the connection between CSR and ethical leadership. A model was created and evaluated with the help of structural equation modelling analysis, bootstrapping, and PROCESS on a group of 350 managers from 28 healthcare social enterprises in India, both at the intermediate and upper levels. The outcomes demonstrate that CSR programs are impacted by ethical leadership in two ways. CSR is indirectly impacted by ethical leadership because it fosters clan and

adhocracy cultures. For CEOs of social enterprises who want to inspire their teams to act responsibly in the community, these results are crucial.

In Jones Christensen, Mackey, and Whetten (2014) explored the groundwork of CSR and CSR irresponsibility at the micro level by zeroing in on the impact that leaders have on these initiatives. Combining research on personal characteristics, actions, and collaborative leadership as precursors to CSR and CSR-inducing actions, this paradigm is derived from the leadership literature. The resulting combinations give light on the many facets of CSR and the merits of concentrating on new research on servant leadership. The intersection of leadership and corporate social responsibility literature highlights mutually beneficial nature of the two fields and provides new avenues for investigation at the individual level as a result of these synergies. Research on leadership literature provides process models and explanation mechanisms for CSR, while CSR itself gives researchers context and consequences (dependent variables).

Key Personality Traits of Effective Corporate Leaders

In Karaszewski and Drewniak, (2021) present the findings of comparative empirical investigations carried out in 2008 and 2018 about the development of leadership in the context of corporate enterprise. This study tracks the evolution of current leaders' skills and personality qualities over the last decade using data gathered from the Forbes Worldwide 2000 survey of the 2000 biggest companies in the world. Based on the findings, we were able to determine the qualities, skills, and personality types that modern leaders should possess. Indeed, by comparing these numbers, we can see how the strategy of multinational business executives has evolved over the past decade. There are significant ramifications for the energy industry from the study's findings. Since the energy sector is home to a few of the participating companies, the views expressed by their chief executive officers shed light on important factors shaping contemporary leadership in this industry.

The many themes that emerged from an examination of studies examining the breadth and depth of leadership influence in corporate settings included the need to assess leadership skills, the importance of managers' specific action areas and leadership aspects, and growth of leadership activities' delegation.

In another study, Alvesson and Einola (2019) researched genuine leadership as a notable but problematic case of positive leadership that they utilize to issue a broader "warning" against the prevalent trend of too optimistic leadership research. Without attempting to address every possible aspect, they thoroughly analyse the core principles of mainstream authentic leadership theory and expose its many shortcomings. These include inadequate theoretical and philosophical underpinnings, flawed empirical research, useless measurement instruments, assertions of knowledge that lack evidence, and an oversimplified and antiquated perspective on corporate life. Although we have focused on authentic leadership in our research, many of the criticisms levelled against it are equally applicable to other prominent positive leadership theories.

In Kiarie, Maru and Cheruiyot (2017) determined the outcome of leader personality traits on employee job satisfaction. In the contemporary business environment, a leader personality trait that a company's employees are dissatisfied continues to be a cause for concern. The study used an explanatory research approach to determine what characteristics of leaders are associated with employee happiness on the job. The path-goal theory and the Big Five personality model were the foundations of the research. Data of the model constructs were obtained through using a questionnaire. Multiple regression equation modelling was used to test the hypotheses. From the study results, it was seen that one's leader being extraverted, open to new experiences, emotionally stable, conscientious, and agreeable have an impact on employee's job satisfaction. Thus, the study decided that leaders who show or exhibit themselves as extraverts, who are open to future experiences,

emotionally stable, conscientious, and agreeable are the ones that help boost the employee's Job satisfaction. As a result, this study focusses only on the leader's personality traits and how they affect employee work satisfaction; future research may look at how these traits relate to the adaptability of organizations towards change. Therefore, the following are the real-world consequences: A leader's empathic nature, ability to listen and interact with subordinates, mentorship and empowerment of employees, creativity and innovation, and acceptance or embracing of task performance requirements are all qualities that make a good leader. With the rapid pace and constant change in today's business world, organizations are continually confronted with new challenges. To not only survive but thrive, leaders must keep in mind that employee job satisfaction is the key to any organization's success. Employee happiness and productivity in the workplace are both impacted by leaders' personalities, according to this study's Big Five model of personality traits.

In a study, Parr, Lanza and Bernthal (2016) the majority of studies that have looked at how one's personality affects one's ability to lead have concentrated on certain personality qualities. Nonetheless, leadership-related personality qualities may be useful in providing a more complete picture of an individual. The following six personality types were discovered from a sample of 2,461 executive-level leaders: The purpose of this study was to use latent class analysis to look at the interplay between leaders' personality qualities, how these attributes create subpopulations, and how these subpopulations relate to performance criteria. At the assessment centre, one profile did very well on every metric, while the other profiles showed areas of strength and improvement. They emphasize implications and future research directions.

In Colbert, Barrick and Bradley (2014) tested the hypothesis that, according to upper echelons theory, the leadership and personality of “Top Management Team” (TMT)

have an influence on organizational effectiveness that goes beyond that of the CEO. They found a correlation between transformative leadership, CEO conscientiousness, and aggregate TMT conscientiousness and delayed measures of organizational success. This was established by utilizing leadership and personality assessments directly, as opposed to relying on demographic or historical elements that serve as proxy. According to studies, followers of CEOs and TMTs reap the benefits of a more transformational leadership style. The findings back up the higher-up's view that a powerful coalition of leaders, including the CEO, affects an organization's effectiveness. On the other hand, the data also reveal that the chief executive officer (CEO) has a significant effect on the financial performance and overall organizational commitment of the company. The results are examined, and their theoretical and practical consequences are addressed.

Leadership Styles in Corporate Management

As mentioned by Murugan (2024), in today's changing atmosphere, quality of leadership is essence of business performance. Effective leadership in a corporate business house will shape the culture of organisational work culture and performance in a vibrant process. Corporate Leadership, environment and culture are the two fundamental essential requirements of a successful business organisation. The development of perspective work culture in the organisation is created by modern corporate leadership functioning and their style of corporate management. The effective involvement of every employee in the corporate house is the basic requirement of a high-performing corporate culture. Effective leadership creates a good business culture which helps to attain high performing corporate environmental culture coupled with business performance and efficiency. The main goal of this study is to evaluate influence of corporate leadership style followed by corporate culture which results in effective and efficient business performance. This study applies both analytical and descriptive types of methodology. Primary data was collected and data

analysis and interpretation were carried out with the help of proper statistical techniques. This study concludes that the corporate environment and culture are interrelated as well as correlated coupled with intrinsic and extrinsic relationships among the corporate leaders and their employees today. The conducive and harmonious corporate culture and its environment with the leadership momentum creates generates employer's better performance which in turn generates better organisation performance of productivity and profitability.

In this work, Anupama Rawat (2023) examined how transformational leadership styles impacted the output of India's commercial sectors. The study's research will probably demonstrate the connection between a transformative leader's approach and the productivity of their team. This analysis made use of cross-sectional studies. The study's population involved of both senior and junior personnel from the five selected Indian organizations. From a list of all the registered firms in the country, the entities were selected using a systematic sampling procedure. The sample size was 200 individuals selected at random. An online survey with a 5-point Likert scale and in-person interviews formed the backbone of the data-gathering approach. The data was analyzed using descriptive statistics, and corresponding hypotheses were assessed using the Pearson Correlation Coefficient at 0.05 alpha levels. While transformational leadership was significantly associated with organisational success, the outcomes showed that transactional leadership had a strong intermediary association with organisational performance. A company's output is significantly impacted by intellectual difficulty. To achieve both organizational and societal goals, managers are encouraged to adopt a leadership style that enables them to effectively manage resources within and outside of the organization.

In this work, Meirinhos et al. (2023) examined the impact of different leadership and communication styles on the performance of Angolan businesses, with a focus on those located in the province of Benguela. The role of the leader in Angola's newly-adopted market economy necessitates a departure from traditional management practices and an incorporation of contemporary organizational management principles. This includes, but is not limited to, setting clear objectives for company and fostering an atmosphere that encourages open communication and teamwork among workers. Therefore, the study's main objective is to find out how transactional, transformational, and laissez-faire leadership styles affect the productivity of different types of organizations. For this purpose, 227 managers participated in a quantitative study that used questionnaires, with the multifactorial leadership questionnaire (MLQ) being one of several components. The data was analyzed with SPSS using both descriptive and inferential statistics, including ANOVA, t-tests, and Tukey's test, as well as standard deviation, frequency, and mean. The leaders in this study saw a direct correlation between the effectiveness of their communication, motivation, and incentive systems and the overall performance of their organizations. They also described their leadership styles as transformational.

According to Akparep, Jengre and Mogre (2019) A company's leadership can be a powerful motivator for performance improvement. It is commonly accepted that the leadership style of an organisation affects its overall performance. This study looked at the leadership style and how it affected the success of “TumaKavi Development Association” (TKDA) in the Northern Region of Ghana. The researchers used a qualitative case study approach. Eleven employees, or 65% of the total workforce, were polled using a purposeful sampling technique. Results showed that TKDA's leadership style is largely democratic. It also found that the present leadership style, which is democratic, has significantly affected the organization's performance and operations. Leadership style and TKDA's

organizational success are strongly correlated, according to the study's findings. It is suggested that the organization's management increase their use of democratic leadership styles while also incorporating other approaches when needed. This will help the organisation maintain its strong position in the industry.

2.5 Defence Leadership in Corporate Governance

In OUMA (2024) provided studies that examine the literature on the topic of corporate governance (CG) and its relevance to various modern leadership styles. As they use their leadership approaches, do leaders use the right CG? As a result, the study highlights the importance of CG in an effective leadership style. Stakeholder rights, board of director composition, shareholder behaviour, management practices, organisational rules, and legislation are just a few areas where CG is influenced by particular leadership styles, including servant, transactional, transformational, and authentic leadership. Theoretical frameworks for CG that have been postulated are examined, including conceptions of agency, stewardship, stakeholders, and resource reliance. Results from research show that strong leadership is the most important factor in determining successful CG practices and that there should be systems in place to help leaders be more effective.

In another study, George BUCĂȚA (2024) states that Leadership in military organizations comprises an expanded vision, increased performance, and percentage culturing of personality beyond traditional limitations. Military leaders who are truly effective can motivate their troops and set ambitious but attainable objectives by painting a vivid picture of what the future holds. The leadership of a military unit is responsible for some tasks, including the formulation of long-term goals, the evaluation of operational plans, and the maintenance of a healthy organizational structure. Military organizations cannot be adequately run without strong leadership. This is because military operations include high-stakes situations requiring highly cohesive and motivated groups capable of

completing complicated missions under intense time constraints. Discipline, morale, and operational effectiveness can only be maintained under the pressure of adversity through effective leadership. This study discusses the basic characteristics as well as acts of leadership within the military context, in particular regarding vision and motivation, and how to make use of vision and motivation among the personnel. It examines how military commanders might motivate their forces to achieve greater success by effectively communicating their vision and principles. The study delves into the ways in which vision-oriented leadership behaviours might help military leaders improve performance and cultivate a culture of excellence and preparedness.

In Mohammad Alam Tareque and Nazrul Islam (2021) compared the viewpoints of current and former military commanders working as business executives in Bangladesh with those of other types of business executives. The survey incorporated the perspectives of both the officer and the majority of employers who hired veterans. Despite a lack of technical understanding, the study found that military executives performed better in any corporate capacity. Veterans, however, are widely believed to be excellent administrators. The retired soldiers have an advantage since they are disciplined, upright, sincere, and dedicated, according to the three sides of the triangle.

2.6 Comparative Analysis of Defence and Corporate Leadership

In this work, Ramoeletsi and Cameron (2024) intends to aid SANDF leaders in comprehending the contextual elements that impacted leadership style selection and in assisting these leaders in making an informed decision on the leadership style or styles to employ to maximise their leadership efficacy. To achieve this goal, the study identified the contingent leadership factors inside the SANDF, conducted an application test of the contingency leadership theory, and then recommended a suitable leadership style. The study's participants were 120 members of the combat and support staff of a single SANDF

unit elected at random. The Least Preferred Coworker (LPC), Utrecht Work Engagement Scale (UWES), Demographic, “Task Work Instrument” (WSI), and “Leader-Member Exchange” (LMX) were the four instruments employed by the researchers. Statistical methods such as correlation, T-tests, and regression analysis were used to examine the data. In terms of work engagement, task organization, and leader-member exchange, T-test results indicated that combat and support staff were notably different. The SANDF's combat division also discovered that these three leadership dependent elements greatly impacted the choice of leadership. Leadership style was determined by factors other than task structure in the support division. Work engagement and leader-member exchange were the two most important factors in their choice of leadership style. Thus, the fact that these contingent elements are distinct suggests that SANDF can benefit from the contingency theory. In contrast to the relationship-oriented leadership style that predominated in the combat division, the support division's dominating style was a hybrid of the two. The suggestion was made to improve the mobility of SANDF leaders between the two varied divisions by training and development programs that increase their adaptability. Lastly, there were certain limitations due to the sample size of the target population, the selection of contingent factors, and the dependence on quantitative technique. Given these constraints, suggestions for further study have been made.

In Hussain, Hassan and Sciences (2015) investigated how to apply the important traits of military leadership to the cutthroat corporate environment. The two domains may showcase different leadership styles, yet there may be a shared set of traits that underpin effective leadership in both. Some aspects of military leadership that have commercial applications were investigated in light of recent theoretical advances on effective leadership. This research looked at the issue from a theoretical and an empirical perspective, all while keeping Pakistan in mind. The discussion of competing theories of

leadership—trait theory, process theory, and contingency theory—provided the theoretical groundwork. The findings can be useful for company executives looking to hone their leadership skills.

Craig, Shackelford and Hiller (2015) assessed the proactive cybersecurity industry's response to new commercial realities and legislative trends. Providing background for their debate, they start by outlining the evolution of the sector and how relevant laws in the US and other G8 countries have influenced it. The authors go on to detail the preventative cybersecurity measures taken by over twenty different businesses, with an emphasis on four specific examples placed within the framework of polycentric "global security assemblages." Lastly, they go into the current Internet governance issues around the role of public and private sectors in regulating cyberspace, and they evaluate the rise of proactive cybersecurity norms in both international law and industry. In the end, they argue that polycentric partnerships can lead to better secured IT assets through proactive cybersecurity, particularly when accompanied by clearer laws and worldwide collaboration.

In this work Darby (2015) provided that this development can lead to the further discussion around educational support to add value of sustaining developing nations, transitional governments, and rising nations all rely on capacity building. Recognised as a region in a constant and rapid state of transition, the Asia-Pacific is seeing changes in both governmental and commercial institutions. An example of such an institution is one that helps educate Indonesians from all walks of life, including those in the military, government employees, and private sector, with a focus on leadership development and other areas of defense-related fields. Thus, this study has demonstrated one change-catalyst via a bilateral educational program, which was developed in conjunction with the British government and Kalon Khenan via Cranfield University in the UK. There is a discussion

of the findings' limitations along with their potential to challenge dominant Western approaches to provision and leadership development in particular. It is also considered that there may be a schism between content and context issues in leadership development, with dominant Anglo-American perspectives on the former. When planning leadership development programs for the Asia-Pacific region's defence and security forces, these considerations become essential. Through the use of a socio-instructional case study methodology, it examines the role of a single educational institution in fostering the professional growth of its students, including those pursuing careers in the military, government employees, and other civilian occupations. This raises concerns about the dominance of Anglo-American perspectives on educational leadership development and the content and process issues related to educational leadership development, both of which are deeply rooted in their respective contexts and pose a threat to dominant Western perspectives on education provision. It may serve as a reference for professionals looking to find, create, and implement leadership development programs to help their teams deal with the challenges of global transformation. Since there has been so little study on matters of defense and security, it was also deemed prophetic. This study adds to the growing body of literature by helping to clarify how leadership development interventions could bolster capacity building in developing and transitioning nations.

Decision-Making and Risk Management in Defence vs. Corporate Sector

In Alhammadi (2021) examine how the UAE defence sector prioritises and selects developmental projects based on risk assessments. The supply chain, numerous stakeholders, and several considerations make this sector extremely complex. A total of 37 employees from one of the 25 UAE-based military businesses were interviewed through semi-structured and focus groups, structured one-on-one interviews, and thematic content analysis. Results show that industry professionals see risk as an unpredictable negative

event that could have negative effects on the project's goals but, with proper management, could have positive outcomes for some or all stakeholders. Internal stakeholders include executives, managers, and workers at all levels of the UAE defence industry, the government, financial institutions, and vendors are examples of external stakeholders. The research also examined the reasons for and constraints of the control measures used in military development projects. The defence industry's project risk assessment and management could benefit from a fuzzy risk assessment model, which was later suggested and implemented. The model can alert decision-makers to problematic risks and satisfy the specified evaluation criteria. As a result of this research, the UAE military industry's product development project risk assessment and management will be better, and the industry's perspective on risk will shift. Other contributions of the study include raising awareness of risk communication and increasing stakeholders' understanding of structured/formalized risk management from both project and enterprise risk management viewpoints. It also highlights the significance of establishing trust and confidence among stakeholders. They hope that this research will help advance the UAE's defence industry as a whole.

According to Settembre-Blundo et al. (2021) Companies can become more adaptable and resilient with the help of risk management, which helps them avoid making hasty and mistaken decisions when faced with uncertainty. The COVID-19 pandemic and other global instabilities have had far-reaching effects on businesses and entire economic sectors, prompting the question of whether we need a paradigm change to usher in a new era of sustainable development from an ecological, social, and economic perspective. In light of the extreme unpredictability in the environmental and socioeconomic spheres, businesses must give greater thought to the security threats to their operations and how these threats connect to broader sustainability concerns. Nevertheless, there is a lack of

understanding, particularly from a theoretical perspective, about the interplay between risk and sustainability management systems and their effects on company performance. This research aims to fill that void by providing a fresh theoretical basis for evaluating various approaches to risk management in businesses. Economics hermeneutics has recognised this method as a cutting-edge methodological instrument for better understanding risk and developing effective management plans. The main takeaways from the research are a theoretical model for sustainability and risk management and an operational framework for multidimensional risk assessment. The former can be used for corporate, competitive, and system-level analyses, while the latter can be applied to a wider range of contexts. Finally, applying the methodology to the context of the SDGs allows for a risk-based sustainability assessment.

In Perlekar and Thakkar (2019) analyzed the most pressing problems that a company in the Indian defense sector is experiencing as a result of outsourcing and provided simple, comprehensive, and easily implemented solutions to these problems so that the decision-makers may rest easy. Based on the outcomes of the literature review and the advice of experts, this study settles on a set of twenty risk criteria. This study's analysis reveals that quality risk, material scarcity risk, and on-time delivery risk are three criteria that might significantly impact outsourcing. To provide thorough risk management in the defence industry, the research makes use of a unified framework that combines "Grey Theory, Failure Mode and Effect Analysis (FMEA) and Risk Management Matrices." The research presents a risk management action plan with ten points to address the many challenges encountered during defence outsourcing, with a focus on the Indian context. In a nutshell, this research delves into the many pressing problems with outsourcing that Indian defence sector companies confront and then applies a workable technique to find a mutually beneficial solution for the chosen company.

In Komljenovic, Nour and Boudreau (2019), a comprehensive three-step “risk-informed decision-making” (RIDM) model has been created, with the perspective of a “complex adaptive system of systems” (CASoS). A methodology is applied in a case study to assess potential modifications to the emergency core cooling system of a nuclear power plant. Since the RIDM method takes into account both quantitative models and other factors, it provides thorough insights into the decision-making process.

In Baškarada and Hanlon (2017), adapted state-run multi-business portfolios using the time-tested method of corporate portfolio management. This research provides a plan that came out of an initiative within the Australian Department of Defence's Defence Science and Technology Group. Utilising a reference group consisting of fifteen middle managers and a few upper-level managers, the project took a year of incremental and iterative development. To help senior leadership make decisions, gather information about the problem space's complexity, and construct a narrative for strategy, an evaluation framework and multi-stage process were devised. Obtaining the necessary data, making the results contestable, consulting appropriately, and reaching a consensus on priorities among senior leadership are all goals of the process. To evaluate and depict the organization's capability balance, the evaluation framework is utilized. This study's methodology can help public sector senior management make better strategic decisions by combining and visualising data on previous performance and future prospects.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

The organization requires effective leadership for success because transformative results exist within both high-pressure defense sectors and dynamic corporate leadership roles (Gandhi, 2022). Training within the defence forces teaches operators to work in difficult environments by deciding rapidly and demonstrating discipline through resilience along with effective teamwork skills. Corporate leaders need to handle market risks while promoting innovation through managing different teams in order to generate business development. The complex business landscape following COVID-19 makes it necessary for organizations to define leadership qualities that improve corporate decision-making skills during crisis situations. Research examines if defence sector leadership characteristics should exist in corporate leadership practices to accelerate organizational success (Di Schiena et al., 2013).

Defence sector leadership develops through strategic planning together with flexible approaches and ethical conduct and team collaboration as well as crisis response abilities (Robinson, 2023b). Defence officers must pass through intensive training programs where they learn how to make rapid decisions along with being accountable and developing their resilience to guide teams in high-pressure situations. Leaders in corporate environments must possess these characteristics because they encounter issues stemming from market volatility and digital transformation alongside crisis situations (Muktamar B et al., 2023). Experts have yet to identify which distinct leadership characteristics from the defence community corporate executives should employ along with methods to use these elements across operational routines and strategic development frameworks.

Effective leadership has become essential during crises since it allows organizations to handle workforce challenges together with the maintenance of continuous business operations (Lukyamuzi, 2024). Corporate leaders experienced difficulties in adjusting to the fast-evolving business environment but defence forces successfully executed structured crisis management systems because of their experience with uncertain environments. The research goal addresses this information scarcity through an analysis that compares defense officer leadership attributes with executive leadership requirements in corporate environments (Alzubaidi et al., 2023). The research uncovers transferable leadership qualities that enable corporate leaders to use defence-borrowed practices to improve both their decision quality and team performance and organizational crisis resistance.

Organizations prioritize developing leadership capabilities because it enables them to create executives who will meet future demands (Maslach & Leiter, 2016). This research analyzes methods through which organizations should develop corporate leaders by using military leadership education models alongside mentorships and resilience development programs. The research will deliver concrete guidelines for developing corporate leadership, which will help companies tackle business uncertainties and various developments in their expanding global operations (Settembre-Blundo et al., 2021).

3.2 Operationalization of Theoretical Constructs

This study examines the qualities of leadership shown by defence forces officers and the appropriateness of their adoption in corporate settings. To achieve the structure of the analysis, key leadership constructs are identified and operationalized using measurable indicators (Bekesiene, Meidute-Kavaliauskiene, 2021).

The leadership trait of innovation is important and it's very important because it determines whether an organization is good at fostering creativity culture as well as a

technology advancement culture (W. Li et al., 2018). This construct is represented by participants' perceptions of how the leadership supports new ideas, encourages risk-taking, and provides structure for the innovation process. Similarly, emotional intelligence is critical for active leadership, especially in the way of managing interpersonal relationships. In this case, it is looked at about leaders' ability to stay composed in conflict, listen actively, and regulate emotion so that professionalism is maintained (Babatunde et al., 2023).

The other important construct is decision-making, which represents a leader's capacity to make informed and strategic choices (Selart, 2010). Stakeholder involvement, risk evaluation, and adaptability in decision-making are operationalized through questions addressing these factors. Adaptability and flexibility also measure the capability of a leader to deal with changes, retain effectiveness in otherwise uncertain situations, and the level of acceptability in new technological developments (RAMESH et al., 2023).

Another key leadership trait for fostering team cohesion and the levels of truthfulness in the organization is effective communication (Musaigwa & Kalitanyi, 2024). For example, a leader's capacity to communicate "tailored" communication styles, to encourage "open dialogue," and to give "constructive feedback" are skills that are looked at. Also, leaders' attempts to grasp employees' emotions, boost corporate social responsibility, and acknowledge active employees are also assessed as evaluating empathy and social responsibility (Alhumoudi & Alfarhan, 2024).

Being skilled with financial acumen is necessary for corporate leaders as these leaders should be informed when making financial decisions. This construct is evaluated by observing whether or not leaders can achieve effective financial report analysis, understanding, and managing of financial implications and budgeting processes (Olayinka, 2022). In the last, leaders need to be resilient in the face of adversity. It is operationalized

by questions about their capacity to withstand stress, perceive adversity as a temporary hurdle, and maintain resilience with the help of self-care and support systems.

The study systematizes the operationalization of these leadership constructs and guarantees the data-driven evaluation of how defense leadership qualities can be integrated into corporate environments (Cortellazzo et al., 2019). This approach facilitates a complete understanding of leadership effectiveness across both sectors.

3.3 Research Purpose and Questions

This research is intended to look into the leadership characteristics of defense service officers and see if these can be applied in corporate leadership. Under settings, high-pressure environments in which defense forces operate, leaders develop leadership qualities such as resilience, adaptability, strategic decision-making, and crisis management (Alhumoudi & Alfarhan, 2024). On the other hand, market uncertainties, worker management, and business disruptions are on the same agenda for corporate leaders to achieve long-term organizational success. This paper aims to find out which defense-inspired qualities, when identified as key leadership traits, allow corporate leadership to become more effective (Brodie, 2020).

The research also aims to find out how corporate leaders can use military-style leadership training to enhance crisis management and organizational efficiency in such a post-pandemic business landscape. The results will be used to make approvals for leadership development programs, development of mentors, and resilience-building initiatives to enable corporate organizations to recruit and develop future leaders who will be better equipped to handle challenges, drive innovation, and retain stability in a dynamic business environment.

1. What are the various personality traits that are looked into before selecting a candidate to be trained to become a Defence Forces Officer?

2. What are the required personality traits of a Corporate Leader?
3. How can the personality traits of the two diverse types of sectors be compared (traditional or alternative)?
4. What are the personality traits of Defence Officer that must be inculcated in any corporate leader?
5. How can we select and groom an individual to be a corporate leader?

3.4 Research Design

This research is a mixed-method study combining a quantitative and a qualitative approach to investigate the leadership traits of defense service officers and their relevance to corporate leadership.

The quantitative part involves a structured survey-based method; an attempt was made to reach respondents from both the corporate and defense sectors (Sarwono, 2019). For the qualitative aspect of the project, open-ended questions were developed in survey questions to detect any deeper insights into the leadership practices as well as challenges that leaders in both fields usually experience.

Furthermore, the research has gone through a literature review based on an academic article, a defence manual, a corporate leadership case study, and reports of crisis management during the pandemic (Veronika, 2020). This review provides a comparativist for finding leadership when contextualized.

Ethical requirements, including informed consent and confidentiality, will be fulfilled during the entire research process. With such a mixed methods approach to the study, the study would aim to identify the transferable leadership traits in the defense sector that can enhance corporate leadership, especially in crisis, and offer leadership development recommendations for the business organizations.

3.5 Population and Sample

The group with which this study deals has two polarisable components, namely, defence service officers and corporate leaders. Leadership traits such as strategic decision-making, discipline, adaptability, and crisis management are all important characteristics of Defence officers who work in structured, high-pressure environments (Priyanto & Wening, 2024). The group consists of active and retired officers from various arms of the armed forces who displayed leadership in different operational manifolds. Meanwhile, corporate leaders are tasked with business decision-making, managing people at work, and growth of the organization in a volatile, largely uncertain environment. Senior managers, executives, and business leaders representing many companies of different industries are included in this group; business success depends on effective leadership.

For practical and efficient data collection, convenience sampling has been employed for selecting the sample comprising of 40 defence forces leaders and 40 corporate leaders also 10 interview (5 defence forces leaders and 5 corporate leaders). The Defence officers included in the study have differing amounts of leadership experience, thereby providing a variety of leadership traits to be assessed. Corporate leaders were drawn from various industries to bring in different perspectives of leadership challenges and the needs thus.

The final selection of participants was predicated on availability and desire to participate, since both groups were represented based on these factors. The generalisability of convenience sampling is limited, but it makes the data collection accessibly and promptly (Sullivan, 2009).

3.6 Participant Selection

Table 3.1
Inclusion and Exclusion

Criteria	Inclusion	Exclusion
Defence Service Officers	Active and retired officers with leadership experience in the military	Non-leadership military personnel, enlisted soldiers without command roles
Corporate Leaders	Senior managers, executives, and leadership-level employees across industries	Entry-level employees, interns, and non-managerial staff
Industry/Branch	Any industry for corporate leaders; any branch of the military for defence officers	Individuals outside corporate or military sectors
Willingness to Participate	Individuals who voluntarily agree to participate in the study	Individuals unwilling to participate or provide informed consent
Availability	Respondents available to complete surveys within the research timeline	Individuals unable to respond within the data collection period

3.7 Instrumentation

In this study, a questionnaire survey was created, incorporating both quantitative and qualitative questionnaires. This questionnaire was separated into two parts, first one section was for defence forces leaders, incorporating sections such as section 1: respondent profile, section 2: leadership traits of defence service officers and section 3: strategies for grooming corporate leaders based on military leadership principles, while second part of the survey was for corporate leaders and academia's, incorporating sections such as section 1: respondent profile, section 2: leadership traits required for corporate leaders, section 3: comparison of military and corporate leadership traits, section 4: application of military

leadership traits in corporate crisis management, section 5: strategies for grooming corporate leaders based on military leadership principles.

3.8 Data Collection Procedures

This study uses a mixed-method approach to gather data, drawing from both primary and secondary sources to provide a more comprehensive examination of leadership traits in the defence and commercial sectors. (Choy, 2014).

- **Primary Data Collection**

A structured questionnaire-based survey was conducted to collect the primary data through which 80 respondents (40 Defence Force Leaders and 40 Corporate Leaders) were targeted from both the defense and corporate leadership backgrounds, and 10 interviews both the defense and corporate leadership backgrounds, 5 each. Close-ended questions and open-ended questions were asked to measure perceptions of leadership traits, decision-making, adaptability, and crisis management using different kinds of scales (Memon et al., 2020). In this, a few open-ended questions were included to identify the qualitative insights. Electronic media, for email and online survey platforms, were used for the distribution of the survey so that respondents were accessible. Convenience sampling was utilized to select the participants, which is practical and efficient in data collection.

- **Secondary Data Collection**

To gather secondary data, a complete literature review was undertaken based on academic research, leadership frameworks, defense training manuals, corporate leadership case studies, and reports on the crisis management of COVID-19 pandemic (Damnjanović, 2024). It also provided contextual insights that can help to interpret the results of primary data findings. All the sources were industry reports, books, peer-reviewed journals, and government publications to make the information reliable and credible.

3.9 Data Analysis

The analysis of the leadership traits is done through both quantitative as well as qualitative analysis approaches so that the study of leadership traits in defense, as well as corporate sectors, is done holistically (Joshi, 2024). For the primary data, “Statistical Package for the Social Sciences” (SPSS) was utilized to analyze, whereas qualitative responses were examined by thematic analysis to understand what the key leadership characteristics are and how relevant they are to the corporate setting.

For the quantitative data analysis, the means, standard deviation, and frequency distributions were used to summarize leadership traits amongst defense officers and corporate leaders. A correlation study was performed to evaluate the importance of various leadership traits in business scenarios and look for trends in the data.(Porter, 2016). In addition, the Kruskal-Wallis test was also used to check the effect of defense leadership qualities on corporate effectiveness in terms of leadership during a crisis and decision-making.

Therefore, to analyze the qualitative data from open-ended survey responses, thematic analysis was done to extract common patterns and themes regarding leadership challenges, adaptability, and strategic decision-making (Naeem et al., 2023).

Finally, the integrated findings of quantitative and qualitative are presented to show way leadership qualities that defence officers can learn from corporate leaders to enhance their effectiveness. The study applies SPSS for a statistical analysis of responses and thematic analysis for qualitative responses to retain a rigorous and data-based approach to offer meaningful insights into leadership development for the corporate environment (Rahman & Muktadir, 2021).

3.10 Research Design Limitations

1. ***Convenience Sampling Bias:*** The study uses convenience sampling, so there is a concern about not completely generalizing the results because the sample may not entirely represent the whole population of defense officers and corporate leaders.
2. ***Self-Reported Data Issues:*** Though survey responses depend on self-reporting, there is the possibility of response bias, as survey participants may give socially desirable rather than accurate answers to reflect their leadership experiences.
3. ***Limited Depth in Quantitative Analysis:*** For instance, SPSS-based statistical analysis can be derived, but the structured survey questions may not fully represent the complex leadership traits that necessitate a more qualitative approach.
4. ***Dependence on Secondary Data:*** The secondary data utilized in the study are based on literature reviews and are not always in sync with the defense and corporate leadership comparisons' particular essence, making them less applicable.
5. ***Variability in Organizational Contexts:*** Different corporate cultures, industry demands, and economic external conditions may hamper the direct application of military leadership traits in business.
6. ***Sample Size Constraints:*** Although the sample consists of 80 respondents, this may still not be enough to base broad industry or branch generalizations on.
7. ***Short-Term Data Collection:*** The study covers perceptions of leadership at a point in time. In addition, studying changes in corporate environments and adopting military leader behaviour would enable a better understanding of the long-term impact of military leadership practice.

3.11 Conclusion

The study of the leadership qualities displayed by defence forces officers toward leadership roles in corporate sectors, more especially in crisis management and decision-making, is the context of this research. This refers to key traits that defense personnel working in high-pressure situations and corporate leaders facing uncertain market conditions should possess, including strategic decision-making, resilience, adaptability, and crisis management. The research is aimed at leaders in these two sectors by comparing the leadership attributes of these two sectors with the idea of identifying the transferable qualities that can improve corporate leadership in a post-pandemic business horizon. The leadership styles of the two industries are compared in this study, utilising a mixed-methods technique that combines qualitative information from open-ended questions with quantitative data from structured questionnaires. Overall, the findings attempt to present guidelines for leadership development programs and strategies to prepare corporate leaders for the challenges of a vibrant and unpredictable business environment.

CHAPTER IV:

RESULTS

4.1 Introduction

This chapter analyses the study's results in terms of leadership qualities, crisis management skills, and the suitability of military leadership concepts for business environments. This is structured so as to compare perceptions between corporate leaders and defense forces about the key leadership attributes, the methods of training, and their effectiveness in different environments. The study employs statistical analysis, including Spearman's correlation and the Kruskal-Wallis test, to ascertain how training techniques and leadership attributes affect the development of successful leaders. Findings reveal the potential of military leadership strategies to benefit corporate organizations while addressing the issues of direct implementation.

4.2 Findings of the Corporate Leaders Survey

In this section, the findings of corporate leaders are listed which include both quantitative and qualitative findings:

Reliability Analysis

This section outlines the reliability analysis of corporate leaders' data, focusing on internal consistency.

Table 4.1
Reliability Statistics

Cronbach's Alpha	N of Items
.741	16

Table 4.1 reliability analysis indicates 16 items' Cronbach's Alpha of 0.741, demonstrating enough internal consistency. It appears that the components are well-correlated, and the scale measures the intended construct.

Frequency Analysis

This section presents the respondent profile using frequency and percentage analysis. Visual tools like pie charts and bar graphs illustrate the survey demographics effectively.

Section 1: Description of Sample Demographic Details

Table 4.2 below presents the results of the respondents' demographic information.

Table 4.2

Demographic Details of Respondents

		Frequency	Percent
Age group	18-30 Years	3	7.5
	31-40 Years	4	10
	41-50 Years	4	10
	51-60 Years	29	72.5
Gender	Male	31	77.5
	Female	9	22.5
Educational qualification	Bachelor's Degree	17	42.5
	Master's Degree	19	47.5
	Ph.D.	4	10
Current job role	CEO/Founder	10	25
	Senior Manager	18	45
	Middle Management	4	10
	Entry-Level Manager	1	2.5
	Consultant/Advisor	6	15
	Others	1	2.5
Experience	1-5 years	8	20
	6-10 years	7	17.5
	11-20 years	8	20
	21 years and above	17	42.5
Organization Work	IT & Technology	15	37.5
	Finance & Banking	3	7.5
	Manufacturing	5	12.5
	Healthcare	5	12.5
	Retail	2	5
	Government & Public Sector	2	5
	Others	8	20
Organization's Type	Private Sector	27	67.5
	Public Sector	5	12.5
	Academia	4	10

	Entrepreneurial/ Start ups	3	7.5
	Other	1	2.5

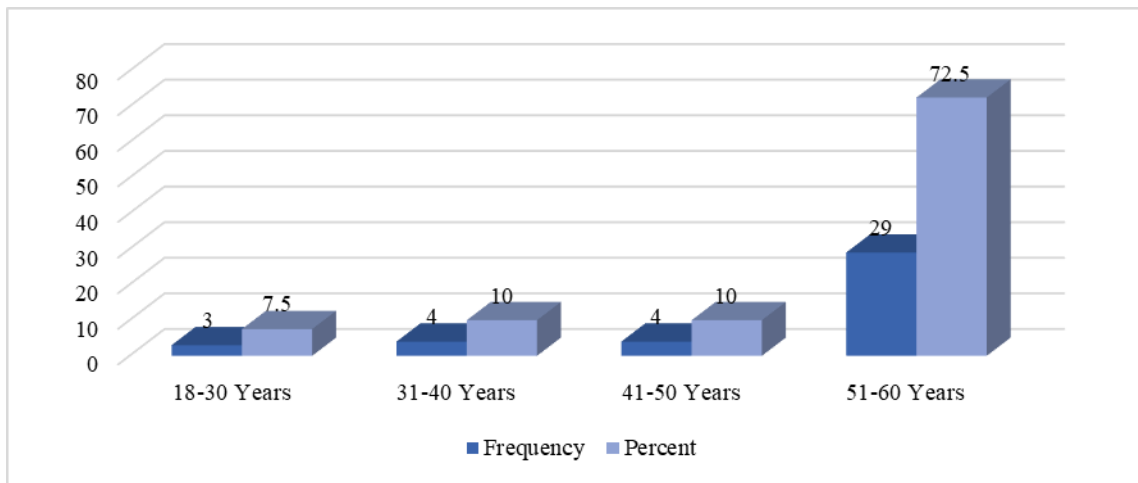


Figure 4.1
Age Group

Figure 4.1 shows that 72.5% are 51–60 years old, while 10%, 10%, and 7.5% are 41–50, 31–40, and 18–30 years old. This suggests a primarily older adult sample.

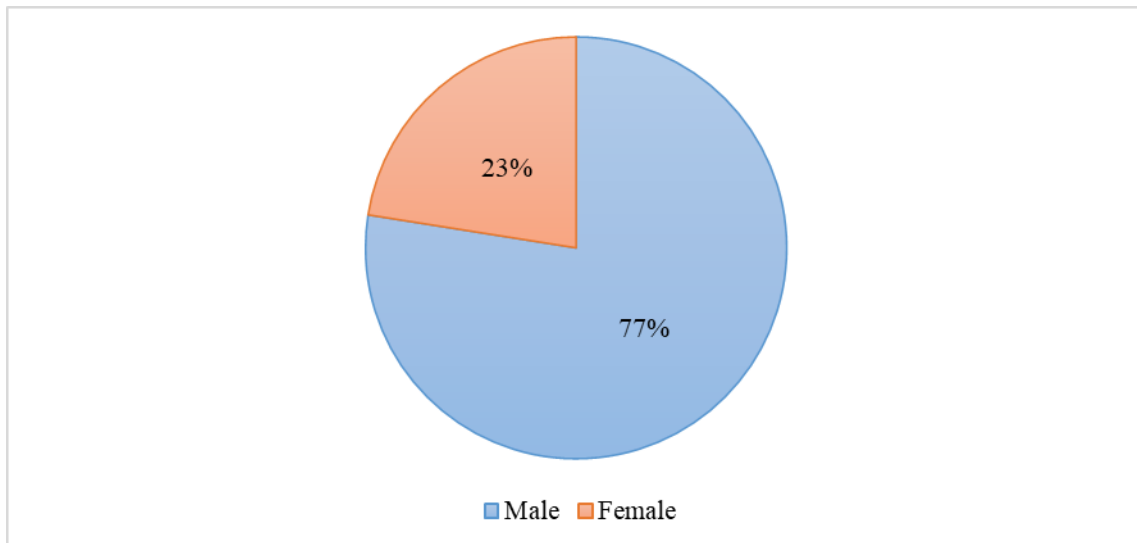


Figure 4.2
Gender

Figure 4.2 displays that 77.5% are male and 22.5% are female. A considerable gender imbalance favours male participant.

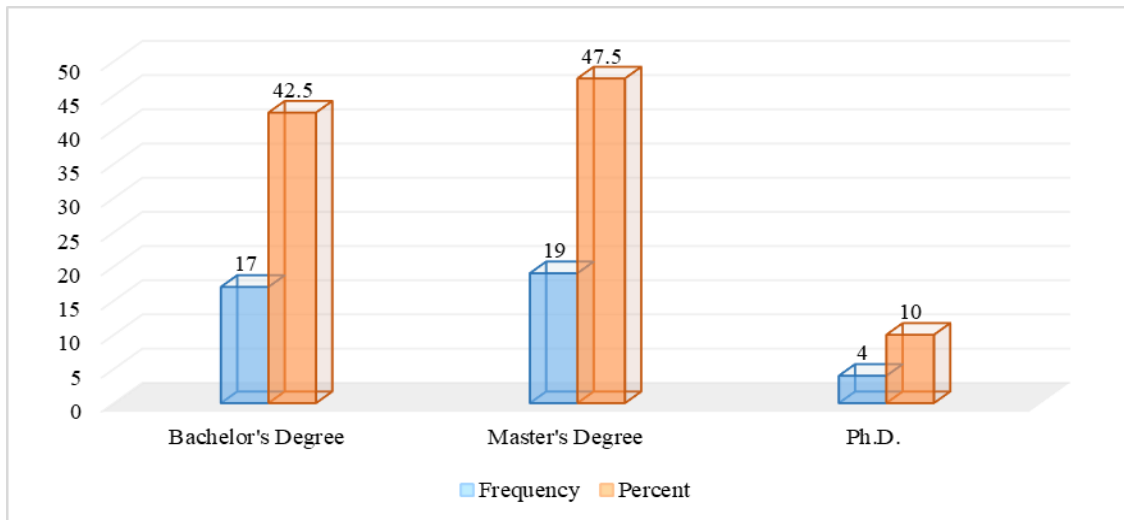


Figure 4.3
Highest Educational Qualification

Figure 4.3 reveals that 47.5 percent have a Master's degree, 42.5 percent a Bachelor's, and 10% a Ph.D. All sample members have bachelor's degrees, indicating high education.

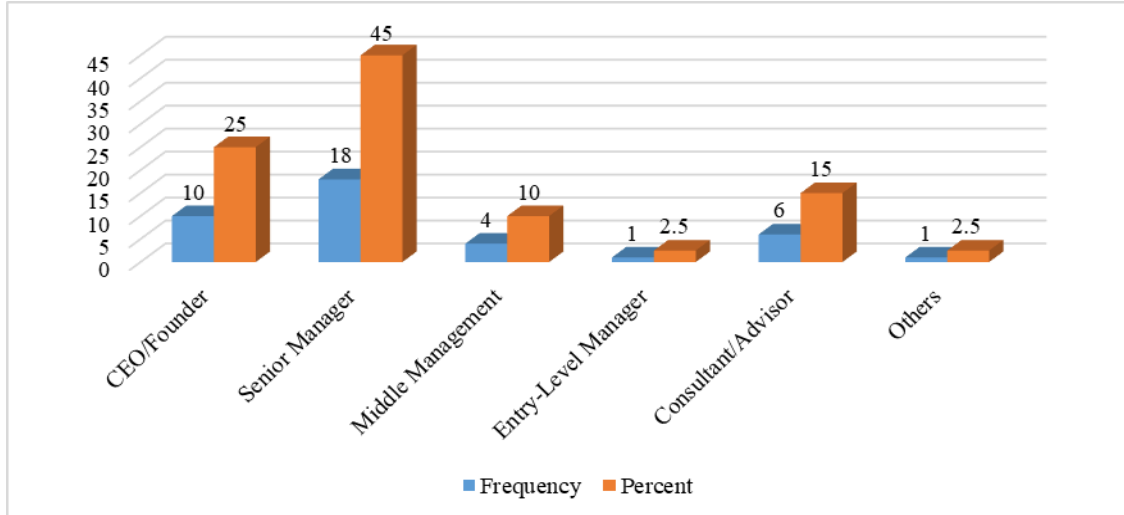


Figure 4.4
Current job role

Figure 4.4 displays that 45% of respondents are Senior Managers and 25% are CEOs or Founders. Consultants/Advisers make up 15%, Middle Management 10%, and Entry-Level 2.5%. This sample is mostly experienced leaders.

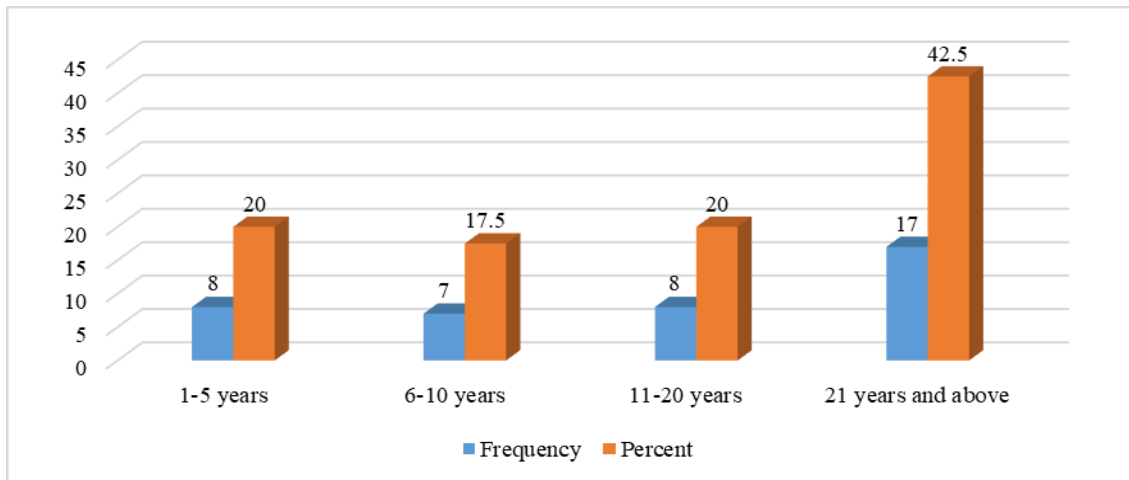


Figure 4.5

How many years of corporate leadership experience do you have

In Figure 4.5, 42.5% of respondents have over 21 years of corporate leadership experience, showing a highly experienced group. 20% have 1–5 years, 11–20 years, and 17.5% have 6–10 years, respectively. The sample is likely made up of experienced company leaders.

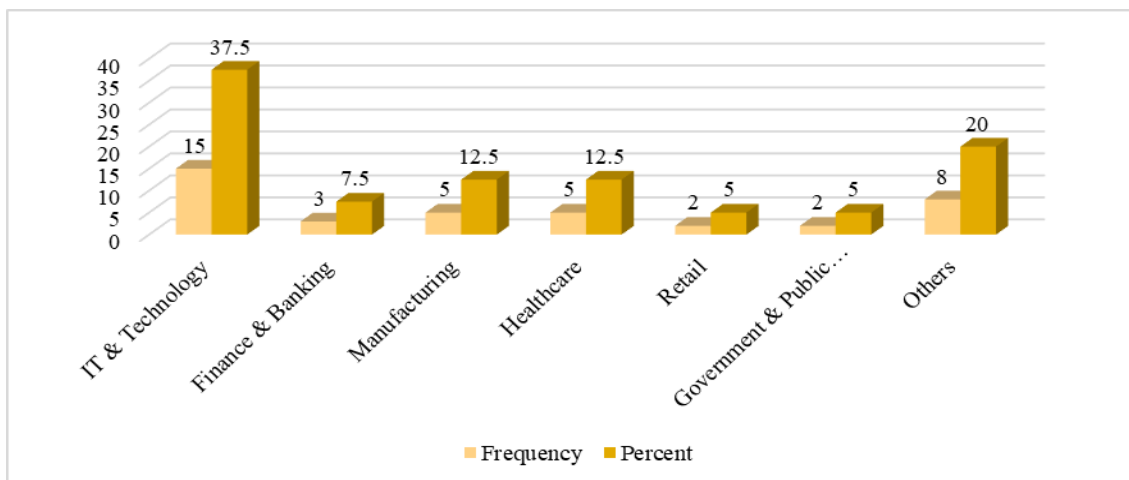


Figure 4.6

In Which Sector Does Your Organization Work

According to figure 4.6, most respondents (37.5%) work in IT & Technology, followed by Others (20%), Manufacturing (12.5%), and Healthcare (12.5%). Finance & Bnking (7.5%), Retail (5%) , and Government (5%) have lesser representation.

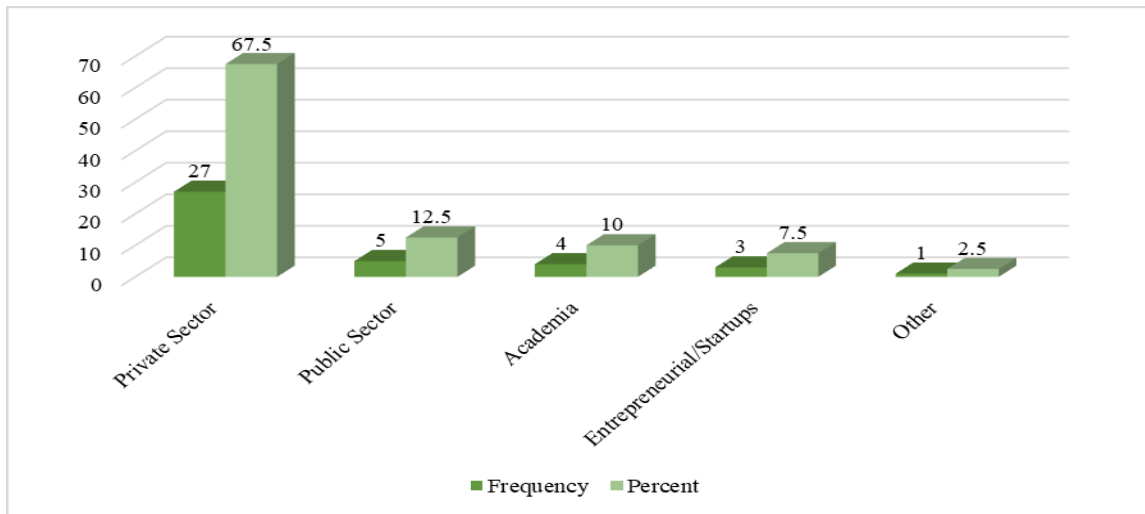


Figure 4.7
What is your Organization's Type

As shown in Figure 4.7, the private sector dominates with 67.5% of respondents. Following this are the public sector (12.5%), academia (10%), and entrepreneurial/startups (7.5%). The 'Other' group has only 2.5% representation, suggesting minimal representation beyond the main organizational forms.

Section 2: Leadership Traits Required for Corporate Leaders

This section examines, using survey data, the critical leadership qualities that corporate leaders must possess.

Table 4.3
What qualities define an effective corporate leader

		Frequency	Percent
Strategic Vision & Foresight	Not Important	2	5
	Slightly Important	5	12.5
	Important	6	15
	Very Important	27	67.5
Decision-Making under Pressure	Not Important	2	5
	Slightly Important	2	5
	Neutral	4	10
	Important	6	15
	Very Important	26	65
Crisis Management Capability	Slightly Important	2	5
	Neutral	3	7.5

Adaptability & Resilience	Important	14	35
	Very Important	21	52.5
	Not Important	2	5
	Slightly Important	3	7.5
	Neutral	1	2.5
	Important	6	15
Ethical & Value-Based Leadership	Very Important	28	70
	Not Important	1	2.5
	Slightly Important	3	7.5
	Neutral	2	5
	Important	7	17.5
Effective Communication & Influence	Very Important	27	67.5
	Not Important	2	5
	Slightly Important	2	5
	Important	12	30
Innovation & Risk-Taking	Very Important	24	60
	Slightly Important	1	2.5
	Neutral	9	22.5
	Important	17	42.5
Team Collaboration & Motivation	Very Important	13	32.5
	Slightly Important	4	10
	Neutral	3	7.5
	Important	9	22.5
Emotional Intelligence	Very Important	24	60
	Slightly Important	6	15
	Neutral	2	5
	Important	13	32.5
	Very Important	19	47.5
	Not Important		
	Slightly Important		
	Important		

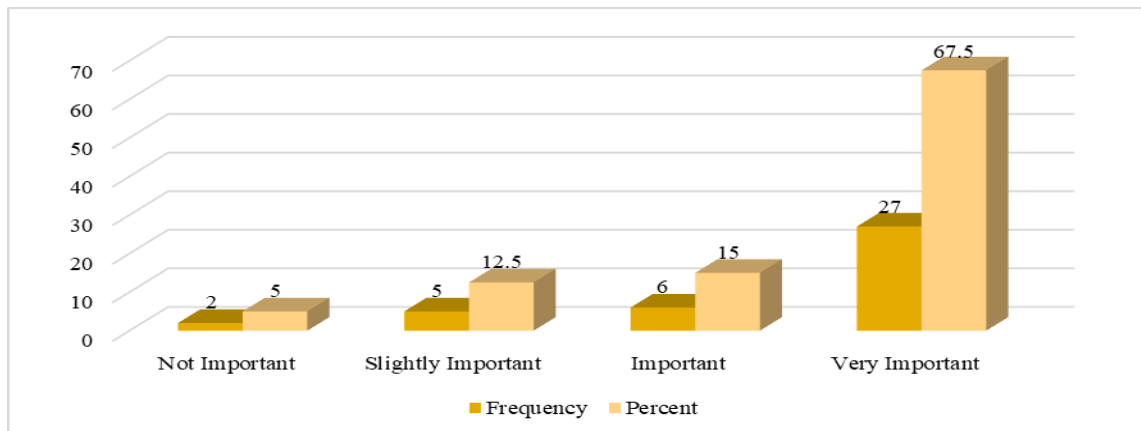


Figure 4.8
Strategic Vision & Foresight

Figure 4.8 illustrates that 67.5 percent of respondent's value Strategic Vision & Foresight, demonstrating its importance to organizational performance. It is important to 15%, slightly important to 12.5%, and not important to 5%. Most respondents agreed that strategic thinking and future planning are important.

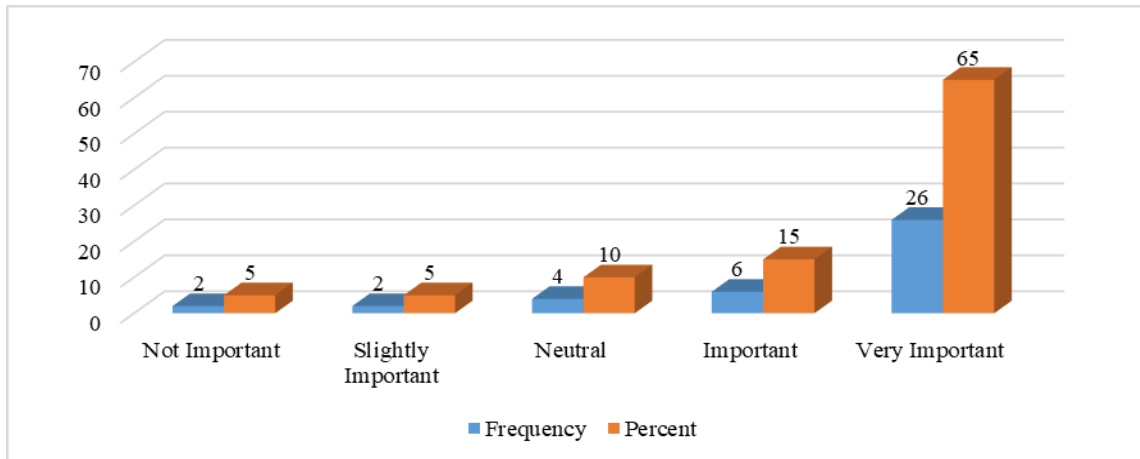


Figure 4.9
Decision-Making Under Pressure

Figure 4.9 shows that 65% consider Decision-Making under Pressure very important, while 15% consider it significant. Only 10% consider it slightly or not important, while 10% are neutral. This shows a significant emphasis on making good decisions under pressure.

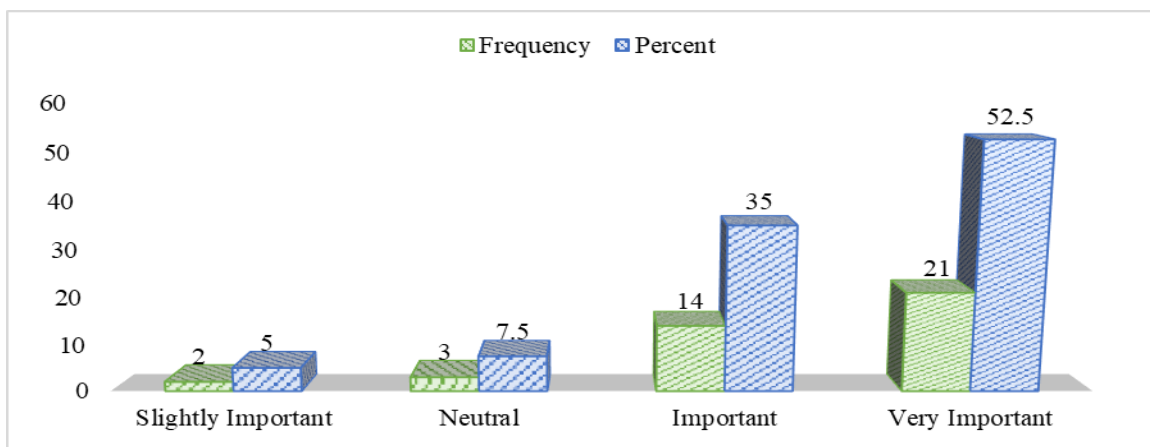


Figure 4.10
Crisis Management Capability

According to figure 4.10, 52.5% of respondents believe Crisis Management Capability is very important, and 35% important. Although just 7.5 percent are neutral or slightly important, most respondents understand crisis management's importance in organizational resilience and success.

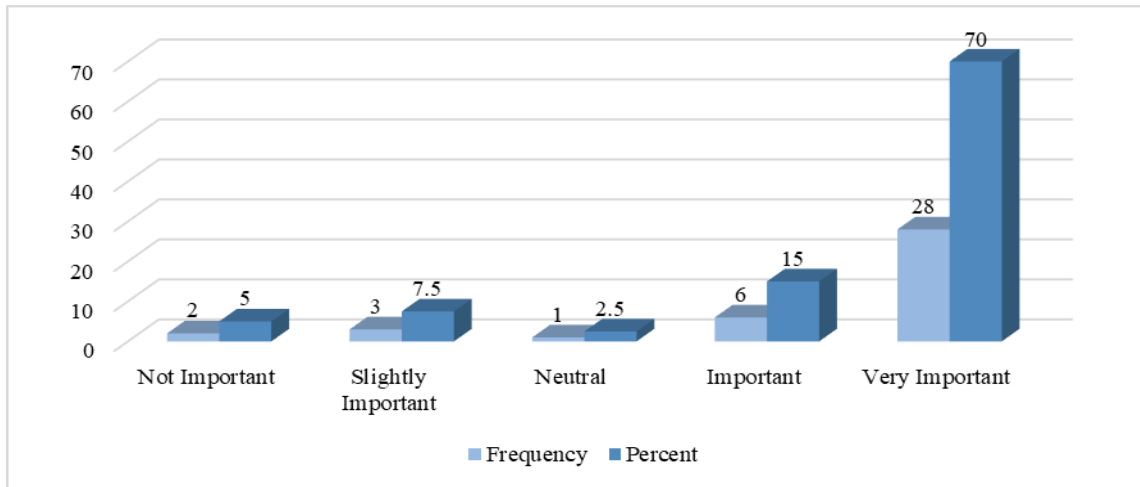


Figure 4.11
Adaptability & Resilience

In Figure 4.11, 70% of respondents rate Adaptability & Resilience as very important, with 15% rating it as important. Few see it as neutral (2.5%), slightly significant (7.5%), or unimportant (5%). Adaptability and resilience are essential to navigating change and overcoming obstacles, as shown by this consensus.

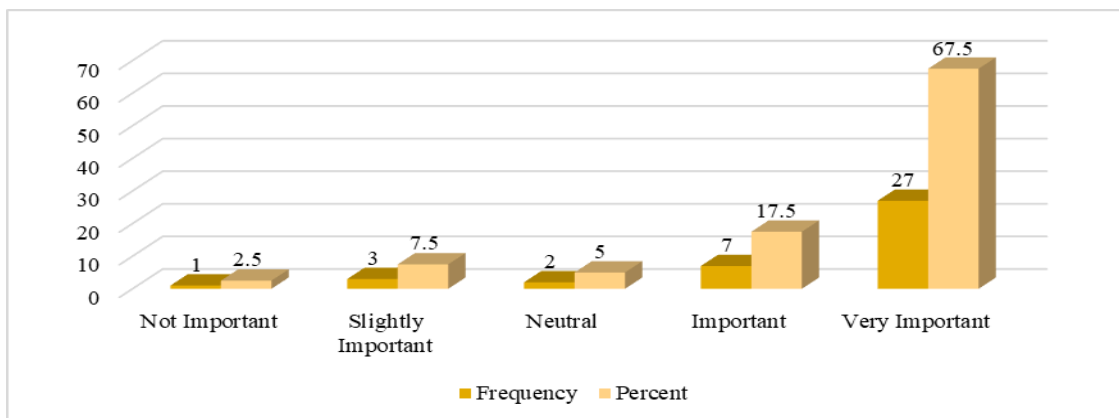


Figure 4.12
Ethical & Value-Based Leadership

In Figure 4.12, 67.5% of respondents see Ethical & Value-Based Leadership as very important, while 17.5% rate it as important. Some are neutral (5%), slightly (7.5%), or unimportant (2.5%). Overall, honesty and morals are stressed in good leadership.

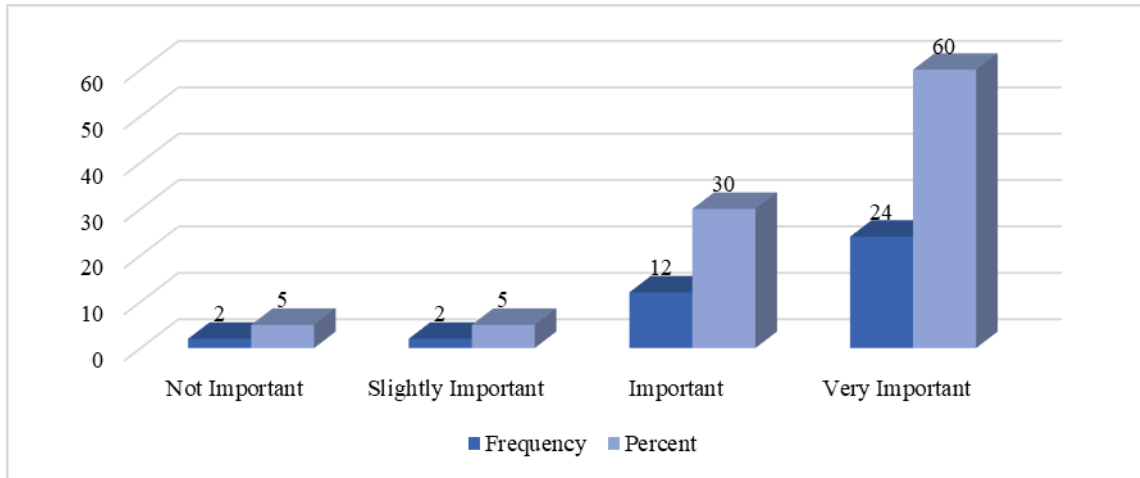


Figure 4.13
Effective Communication & Influence

According to figure 4.13, 60% of respondents consider Effective Communication & Influence very important, while 30% consider it significant. It's only marginally or not important to 5%. This shows that organizational settings emphasize communication and influence.

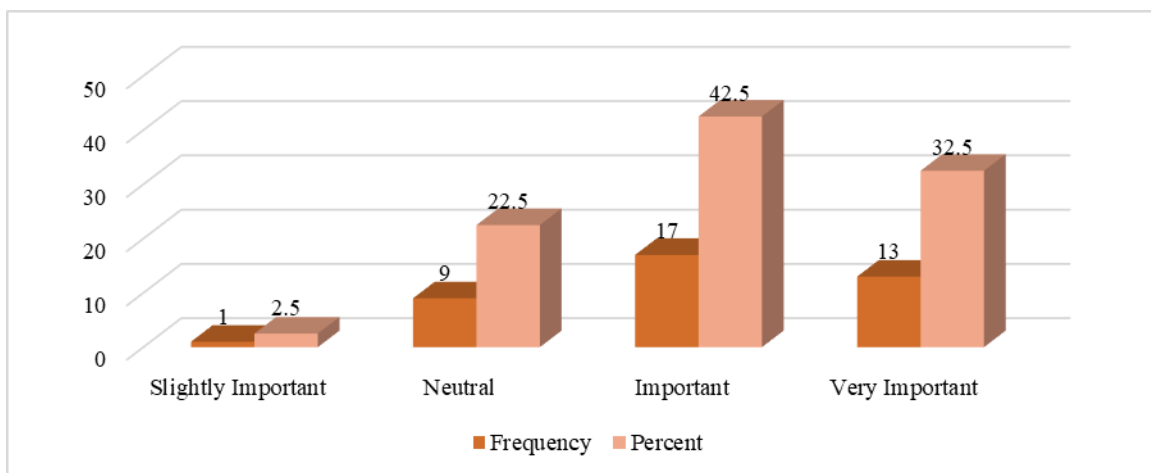


Figure 4.14
Innovation & Risk-Taking

Figure 4.14 shows that 42.5% of respondents value Innovation & Risk-Taking, whereas 32.5% value it extremely highly. Only 2.5% consider it slightly significant, while 22.5% are neutral. This shows that innovation and risk-taking are appreciated, but their organizational impact is neutral.

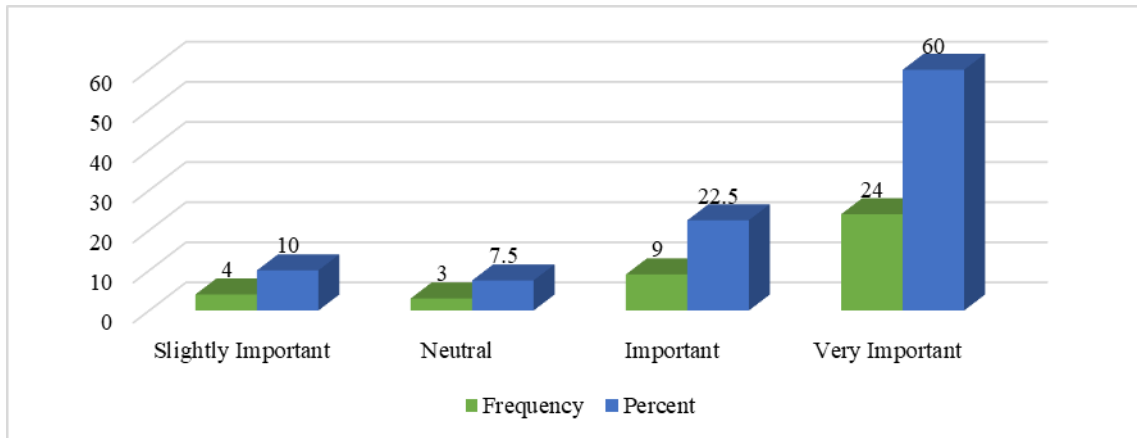


Figure 4.15
Team Collaboration & Motivation

Figure 4.15 demonstrates that 60% of respondents value Team Collaboration & Motivation extremely highly, while 22.5% do. A lesser share is neutral (7.5%) or slightly important (10%). Most respondents appreciated team collaboration and motivation for their role in company performance.

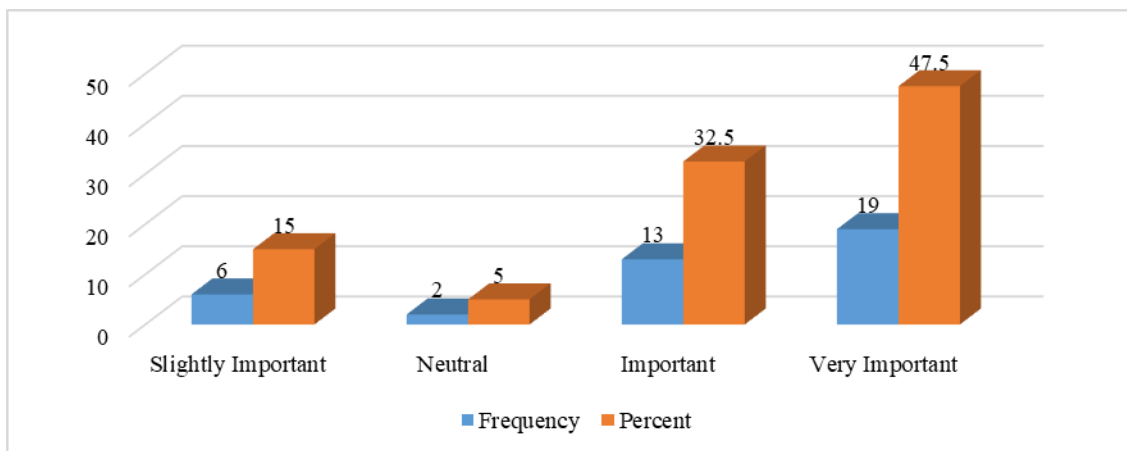


Figure 4.16
Emotional Intelligence

emphasise personal and collective responsibility. The visualisation shows moral, mental, and operational traits that inspire confidence and trust in difficult situations.



Figure 4.18
What are the key challenges corporate leaders face in today's business environment

This word cloud centers around modern corporate leadership challenges and the evolving dynamics of the workplace. Prominent terms such as “Environment,” “Employee,” “Team,” “Technology,” and “Disruption” signify the critical factors influencing organizational success. Words like “Diverse,” “Inclusion,” “Engagement,” “Uncertainty,” and “Retention” reflect current priorities in managing human capital amid rapid technological change and shifting societal expectations. The presence of “Ethics,” “Sustainability,” “Compliance,” and “Adaptation” indicates a strong emphasis on responsible governance and resilience in the face of global and economic uncertainties. Overall, the visualization highlights the interconnectedness of people, technology, and values in creating a productive and sustainable corporate ecosystem.

Section 3: Comparison of Military and Corporate Leadership Traits

In this section, military and corporate leadership attributes are compared for corporate use. Discipline, resilience, strategic crisis management, and ethics were suggested transfers.

Table 4.4

Comparison of Military and Corporate Leadership Traits

		Frequency	Percent
Do you believe military leadership traits are applicable in corporate leadership?	Yes, to a great extent	13	32.5
	Yes, to some extent	17	42.5
	No, they are fundamentally different	6	15
	Not sure	4	10
Which of the following military leadership qualities do you think corporate leaders should adopt?	Discipline & Integrity	10	25
	Decision-Making under Uncertainty	7	17.5
	Strategic Crisis Management	3	7.5
	Resilience & Mental Toughness	6	15
	Structured Leadership Development	5	12.5
	Ethical Leadership & Accountability	9	22.5

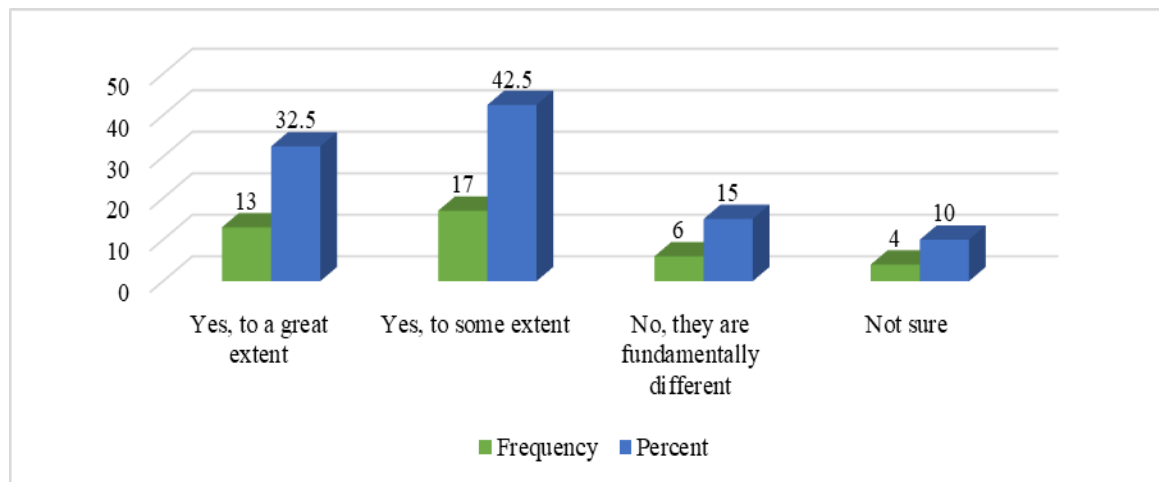


Figure 4.19

Do you believe military leadership traits are applicable in corporate leadership

The data displays that a majority believe military leadership traits are applicable in corporate leadership, with 32.5% stating "Yes, to a great extent" and 42.5% saying "Yes, to some extent." This suggests that over 75% recognize at least some level of transferability between the two domains, likely valuing traits such as discipline, strategic thinking, and decision-making under pressure. Meanwhile, 15% believe the two types of leadership are fundamentally different, and 10% are unsure, indicating a minority either questions or lacks clarity on the relevance of military leadership qualities in a corporate context.

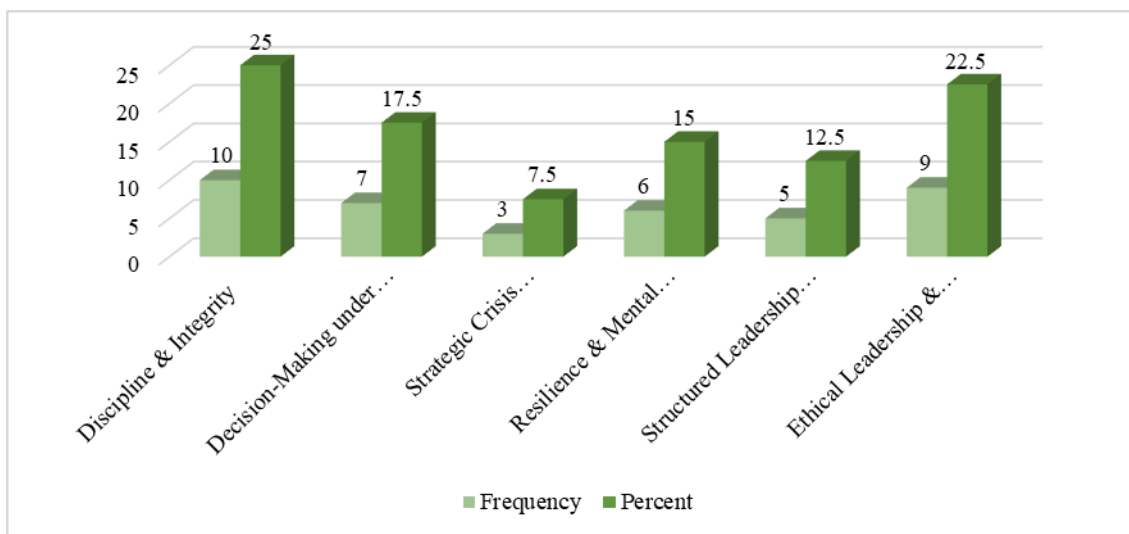


Figure 4.20

Which of the following military leadership qualities do you think corporate leaders should adopt

Figure 4.20 shows that 25% of corporate leaders value Discipline & Integrity as a military leadership attribute. The next two most critical topics are ethical leadership and accountability (22.5%) and decision-making under uncertainty (17.5%). Resilience & Mental Toughness is valued by 15% and Structured Leadership Development by 12.5%. Strategic Crisis Management is the least chosen at 7.5%, demonstrating that while many military leadership attributes are valuable, some are favored in the corporate environment.

Table 4.5

Application of Military Leadership Traits In Corporate Crisis Management

		Frequency	Percent
How well do you think corporate leaders handle crisis situations?	Very Poorly	2	5
	Below Average	9	22.5
	Average	12	30
	Well	13	32.5
	Very Well	4	10
How frequently does your organization conduct crisis leadership training?	Regularly (at least once a year)	4	10
	Occasionally (every few years)	15	37.5
	Rarely	12	30
	Never	9	22.5
Which of the following military crisis management strategies could be useful in corporate environments?	Scenario-Based Training & Simulations	14	35
	Clear Hierarchical Decision-Making	2	5
	Rapid Response Planning & Execution	16	40
	Stress Testing Leadership Teams	7	17.5
	Other	1	2.5

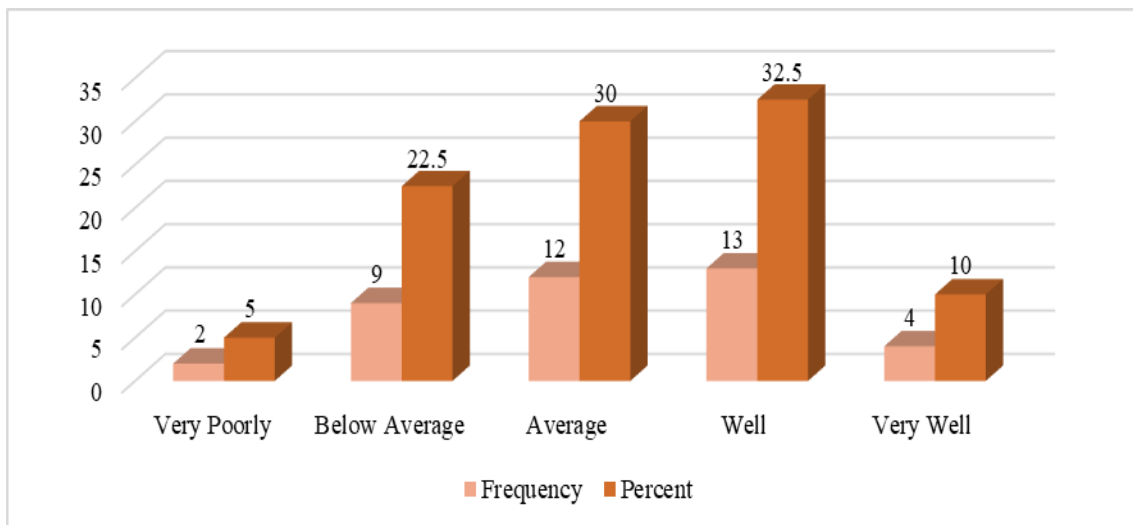


Figure 4.22

How well do you think corporate leaders handle crisis situations?

The data reveals a mixed perception of how well corporate leaders handle crisis situations. While 42.5% of respondents believe leaders perform well or very well (32.5% and 10% respectively), a significant portion—57.5%—rate their performance as average (30%), below average (22.5%), or very poorly (5%). This suggests that although some corporate leaders are seen as effective in crisis management, there is a notable gap in confidence, with many viewing current leadership responses as only adequate or in need of improvement. The findings may imply a potential benefit in incorporating military-style crisis leadership traits—such as decisiveness, resilience, and clear communication—into corporate settings.

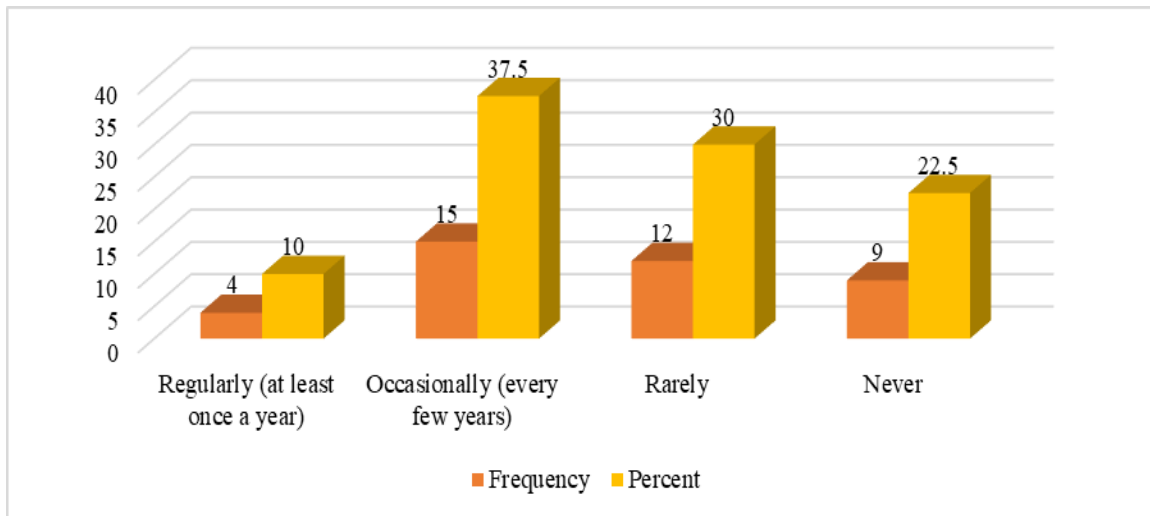


Figure 4.23

How frequently does your organization conduct crisis leadership training

Figure 4.23 shows that 37.5% of organizations offer crisis leadership training every few years. 30% rarely conduct crisis leadership training, and 22.5% never do. Most organizations lack crisis readiness, as just 10% of them do this training at least once a year.

The word cloud highlights key themes associated to the application of military-style leadership principles in business crises. The most prominent words, such as "During," "Crisis," "Team," "Planning," and "Used," suggest that structured decision-making and teamwork play a crucial role in managing high-pressure situations. Terms like "Structure," "Manage," "Accountability," and "Discipline" emphasize the importance of a clear chain of command, strategic planning, and responsibility in crisis management. Additionally, words like "Unit," "Leadership," and "Applied" indicate that military-inspired leadership strategies are actively implemented in corporate settings, particularly during disruptions. Other terms such as "Loop," "Mission-first," and "Decision-making" reflect the use of adaptive and mission-oriented approaches to handling business challenges. Overall, the visualization suggests that military leadership principles, including planning, structure, and disciplined execution, can be effectively applied to corporate crisis management for better coordination and resilience.

Section 5: Strategies for Grooming Corporate Leaders Based on Military Leadership Principles

This section addresses military leadership training for corporate leaders. For corporate leadership effectiveness, respondents backed comprehensive training, ethical growth, and crisis readiness drills.

Table 4.6
Strategies for Grooming Corporate Leaders Based on Military Leadership Principles

		Frequency	Percent
Which of the following leadership development methods should corporate organizations adopt from the military?	Intensive Leadership Training Programs	10	25
	Structured Decision-Making Models	10	25
	Psychological and Situational Testing	10	25

	Crisis Response Readiness Drills	6	15
	Value-Based Ethical Training	4	10
Would you support corporate leadership training that incorporates elements of military leadership?	Disagree	2	5
	Neutral	8	20
	Agree	20	50
	Strongly Agree	10	25

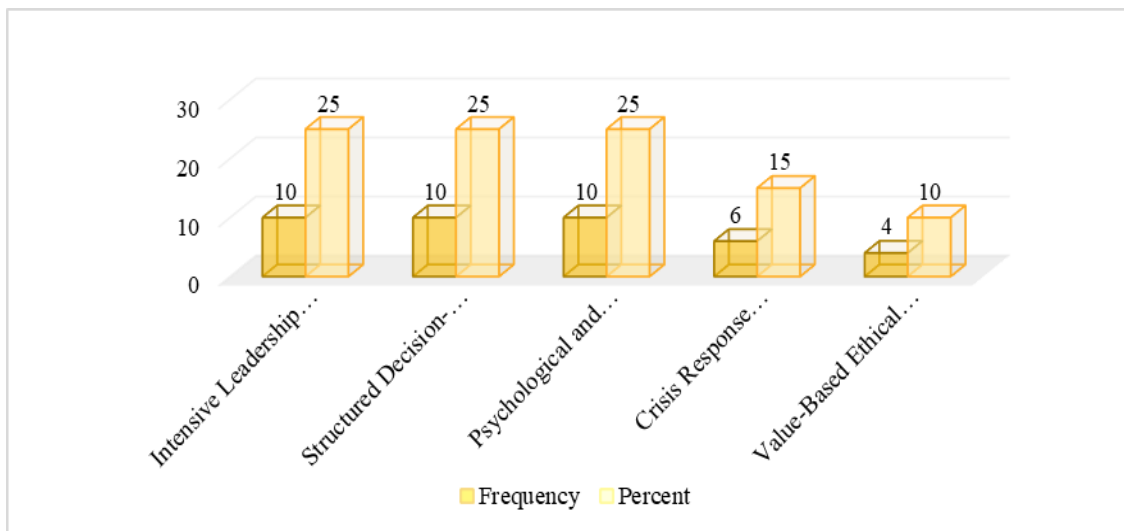


Figure 4.26

Which of the following leadership development methods should corporate organizations adopt from the military

Figure 4.26 shows that 25% of company respondents propose Intensive Leadership Training Programs, Structured Decision-Making Models, and Psychological and Situational Testing. These methods favour complete, systematic leadership development. 15% of responders value Crisis Response Readiness Drills, whereas 10% value Value-Based Ethical Training. This proposes focusing on practical, skill-building strategies for corporate leadership development.

The word cloud shows major topics and potential obstacles of applying military leadership principles to corporate training. The dominant terms "Discipline," "Leadership," "Corporate," and "Hierarchy" reflect structured, command-driven systems. However, adjectives like "Resistance," "Flexibility," "Innovation," "Adaptability," and "Collaboration" suggest conflict between rigorous military norms and modern organisations' dynamic, inclusive culture. "Autocratic," "Processes," and "Training" reflect military leadership's top-down approach, whereas "Vision," "Growth," and "Inclusivity" reflect business values of creativity, empowerment, and diversity. Employees and leaders used to agile and participatory frameworks may resist "Resistance," "Opposition," and "Rigidity" repeated. Military leadership can provide structure and discipline, but business ecosystems that value adaptability, innovation, and collaborative leadership may resist it culturally and operationally.

Descriptive Analysis

This section presents the descriptive statistics of the study's variables. Mean and standard deviation are shown.

Table 4.7
Descriptive Statistics

	N Statistic	Mean		Std. Deviation Statistic
		Statistic	Std. Error	
What is your age group?	40	3.48	.152	.960
What is your gender?	40	1.23	.067	.423
What is your highest educational qualification?	40	4.68	.104	.656
What is your current job role?	40	2.45	.226	1.431
How many years of corporate leadership experience do you have?	40	2.85	.188	1.189

In Which Sector Does Your Organization Work?	40	3.35	.373	2.359
What is your Organization's Type?	40	1.65	.174	1.099
Leadership Traits Required for Corporate Leaders	40	4.6500	.10470	.66216
Do you believe military leadership traits are applicable in corporate leadership?	40	2.03	.150	.947
Which of the following military leadership qualities do you think corporate leaders should adopt?	40	3.63	.359	2.272
How well do you think corporate leaders handle crisis situations?	40	3.20	.169	1.067
How frequently does your organization conduct crisis leadership training?	40	2.65	.150	.949
Which of the following military crisis management strategies could be useful in corporate environments?	40	2.47	.193	1.219
Which of the following leadership development methods should corporate organizations adopt from the military?	40	2.60	.205	1.297
Would you support corporate leadership training that incorporates elements of military leadership?	40	3.95	.129	.815

Table 4.7 descriptive statistics reveals moderate consistency in respondents' data across variables. The age group averages 3.48, indicating a middle-range age group, while the gender averages 1.23, indicating a slightly male-dominated sample. The highest educational qualification has a mean of 4.68, indicating well-educated respondents. The typical respondent has 2.45 mid-level jobs and 2.85 years of corporate leadership experience. The mean value of 3.35 suggests organizational sector diversity, with the private sector being the most common. Leadership traits were deemed highly important (4.65). The mean support for military leadership attributes in business contexts was 2.03,

indicating modest support. A mean of 3.63 indicated that military leadership traits, including discipline and decision-making, were effective. The mean crisis management performance of corporate CEOs was 3.20. Sometimes crisis leadership training is done (mean of 2.65), and military crisis management tactics are relatively useful (2.47). Military leadership development strategies like intense training were beneficial with a mean of 2.60. Military leadership in corporate training is supported by a large majority (3.95). Using military leadership techniques in the workplace is often seen positively.

Inferential Findings of Corporate Leaders Survey

The section of findings related to the corporate leaders, which include their leadership traits, crisis management ability, and their views on military leadership principles. The results are presented that highlight attributes that are important in corporate leadership and discuss the degree to which military leadership strategies are appropriate for corporate use. The insights from respondents give a deeper understanding of how corporate leaders tackle challenges and how they develop their leadership skills.

Leadership Traits Required for Corporate Leaders

Table 4.8
Kruskal-Wallis Test

	Leadership Traits Required for Corporate Leaders	N	Mean Rank
Do you believe military leadership traits are applicable in corporate leadership?	Neutral	4	10.75
	Important	6	24.75
	Very Important	30	20.95
	Total	40	
Which of the following military leadership qualities do you think corporate leaders should adopt?	Neutral	4	21.25
	Important	6	18.25
	Very Important	30	20.85
	Total	40	

The Kruskal-Wallis test results show varying perceptions of the importance of military leadership traits in corporate settings. Respondents who considered military leadership traits "important" had the highest mean rank of 24.75, suggesting stronger agreement with the necessity of such traits in corporate leadership. Those who rated military leadership traits as "very important" had a mean rank of 20.95, reflecting broad support for adopting these qualities. However, respondents who were "neutral" about the applicability of military leadership traits had the lowest mean rank of 10.75, indicating less alignment with their relevance in corporate leadership. Similarly, for specific military leadership qualities, the "neutral" group had a mean rank of 21.25, while the "important" group had a slightly lower mean rank of 18.25. The "very important" group had a mean rank of 20.85, suggesting that while most respondents acknowledge the value of military leadership attributes, the degree of acceptance varies based on perceived importance.

Table 4.9
Test Statistics

	Do you believe military leadership traits are applicable in corporate leadership?	Which of the following military leadership qualities do you think corporate leaders should adopt?
Kruskal-Wallis H	4.090	.276
df	2	2
Asymp. Sig.	.129	.871
a. Kruskal Wallis Test		
b. Grouping Variable: Leadership Traits Required for Corporate Leaders		

The Kruskal-Wallis test statistics presented in Table 4.9 assess whether there are significant differences in perceptions regarding the applicability of military leadership traits in corporate leadership and the specific military qualities that corporate leaders should adopt. The Kruskal-Wallis H value for the military leadership applicability test result is 4.090, with a significance level (Asymp. Sig.) of 0.129. This value is higher than

the conventional cutoff of 0.05. Accordingly, there appears to be no statistically significant difference in the groups' opinions on the suitability of military leadership qualities for business environments. Similarly, for the question on which specific military qualities should be adopted by corporate leaders, the Kruskal-Wallis H value is 0.276 with a significance level of 0.871, representing an even weaker statistical difference between the groups. Overall, these results suggest that while opinions may vary, there is no strong statistical indication to confirm a significant difference in perceptions across the different levels of importance assigned to leadership traits.

Table 4.10
Kruskal-Wallis Test

	Leadership Traits Required for Corporate Leaders	N	Mean Rank
How well do you think corporate leaders handle crisis situations?	Neutral	4	9.63
	Important	6	12.58
	Very Important	30	23.53
	Total	40	
How frequently does your organization conduct crisis leadership training?	Neutral	4	7.25
	Important	6	20.00
	Very Important	30	22.37
	Total	40	
Which of the following military crisis management strategies could be useful in corporate environments?	Neutral	4	22.25
	Important	6	19.25
	Very Important	30	20.52
	Total	40	

The Kruskal-Wallis test results in Table 4.10 assess the differences in perceptions regarding corporate leaders' crisis management abilities, the frequency of crisis leadership training, and the relevance of military crisis management strategies in corporate settings. The mean rank values for how well corporate leaders handle crises show a notable difference, with respondents who consider leadership traits "Very Important" ranking it the highest at 23.53, compared to "Important" at 12.58 and "Neutral" at 9.63. This suggests

that those who place greater importance on leadership traits tend to have a more favorable view of corporate leaders' crisis management abilities. Regarding the frequency of crisis leadership training, respondents who view leadership traits as "Very Important" again provided the highest mean rank of 22.37, while those in the "Important" category had a mean rank of 20.00, and "Neutral" respondents had the lowest rank of 7.25. This indicates that those who value leadership highly also perceive their organizations as conducting crisis training more frequently. Lastly, for the adoption of military crisis management strategies, there is relatively little variation in mean ranks across the groups, with "Neutral" respondents ranking it at 22.25, "Important" at 19.25, and "Very Important" at 20.52, suggesting that opinions on the usefulness of military crisis strategies are more evenly distributed across different leadership trait importance levels.

Table 4.11
Test Statistics

	How well do you think corporate leaders handle crisis situations?	How frequently does your organization conduct crisis leadership training?	Which of the following military crisis management strategies could be useful in corporate environments?
Kruskal-Wallis H	8.884	6.510	.178
df	2	2	2
Asymp. Sig.	.012	.039	.915
a. Kruskal Wallis Test			
b. Grouping Variable: Leadership Traits Required for Corporate Leaders			

Table 4.11 offerings the Kruskal-Wallis test statistics, evaluating differences in perceptions regarding corporate leaders' crisis management abilities, the frequency of crisis leadership training, and the usefulness of military crisis management strategies in corporate settings. The test result for corporate leaders' crisis management abilities shows a Kruskal-Wallis H value of 8.884 with a significance level (Asymp. Sig.) of 0.012, which is below the standard 0.05 threshold. This indicates a statistically significant difference in how

respondents perceive corporate leaders' ability to handle crises based on their views on the importance of leadership traits. Similarly, the test for the frequency of crisis leadership training yielded a Kruskal-Wallis H value of 6.510 with a significance level of 0.039, also below 0.05, suggesting a significant difference in perceptions regarding how often crisis training is conducted in organizations. However, for the usefulness of military crisis management strategies, the Kruskal-Wallis H value is 0.178 with a significance level of 0.915, which is well above 0.05. This displays no significant difference in opinions across the groups regarding the relevance of military crisis strategies in corporate environments. Overall, while perceptions on crisis handling and training frequency vary significantly among respondents, opinions on adopting military crisis management strategies remain largely consistent.

Table 4.12
Correlations

			Leadership Traits Required for Corporate Leaders	Which of the following leadership development methods should corporate organizations adopt from the military?	Would you support corporate leadership training that incorporates elements of military leadership?
Spearman's rho	Leadership Traits Required for Corporate Leaders	Correlation Coefficient	1.000	.183	.380*
		Sig. (2-tailed)	.	.258	.016
		N	40	40	40
	Which of the following leadership development methods should corporate	Correlation Coefficient	.183	1.000	.157
		Sig. (2-tailed)	.258	.	.334
		N	40	40	40

	organizations adopt from the military?				
	Would you support corporate leadership training that incorporates elements of military leadership?	Correlation Coefficient	.380*	.157	1.000
		Sig. (2-tailed)	.016	.334	.
		N	40	40	40
*. Correlation is significant at the 0.05 level (2-tailed).					

Table 4.12 offerings the Spearman's rho correlation analysis, examining relationships between leadership traits, military leadership development methods, and support for military-style corporate training. A significant moderate positive correlation (0.380, $p = 0.016$) exists between the importance of leadership traits and support for incorporating military leadership elements in corporate training, indicating that those who value leadership traits highly are more likely to support such training. However, the correlations between leadership traits and adopting military leadership development methods (0.183, $p = 0.258$) and between military methods and support for training (0.157, $p = 0.334$) are weak and not statistically significant. This suggests that while leadership trait importance influences support for military-inspired training, there is limited evidence linking the perceived usefulness of military leadership development methods to broader acceptance in corporate settings.

4.3 Findings of the Defence Forces Leaders Survey

In this section, the findings of corporate leaders are listed, which include both quantitative and qualitative findings:

Reliability Analysis

This section analyses defence forces data reliability for consistency and accuracy. The stability of defence leadership characteristic responses was tested using internal consistency.

Table 4.13
Reliability Statistics

Cronbach's Alpha	N of Items
.721	17

In Table 4.13, the 17 survey questions have a Cronbach's Alpha value of 0.721, indicating moderate internal consistency. An acceptable degree of reliability for social science research is over 0.7. Thus, the survey items may be dependable in assessing the intended constructs.

Frequency Analysis

This section analyses respondents by frequency and proportion. Bar graphs and pie charts show survey demographics well.

Section 1: Description of Sample Demographic Details

Table 4.14 below presents the results of the respondents' demographic information.

Table 4.14
Demographic Details of Respondents

		Frequency	Percent
Age group	18-30 Years	1	2.5
	31-40 Years	4	10
	41-50 Years	21	52.5
	51-60 Years	9	22.5
	61 and above Years	5	12.5
Gender	Male	40	100
Educational Qualification	Bachelor's Degree	9	22.5
	Master's Degree	31	77.5
	Army	35	87.5

Which branch of the Defence Forces do/did you serve in?	Navy	3	7.5
	Air Force	2	5
What is/was your rank in the Defence Forces?	Junior Officer (Lieutenant, Captain)	2	5
	Mid-Level Officer (Major, Lieutenant Colonel)	17	42.5
	Senior Officer (Colonel and above)	21	52.5
How many years of service do you have in the Defence Forces?	1-5 years	2	5
	6-10 years	1	2.5
	11-20 years	12	30
	21 years and above	25	62.5

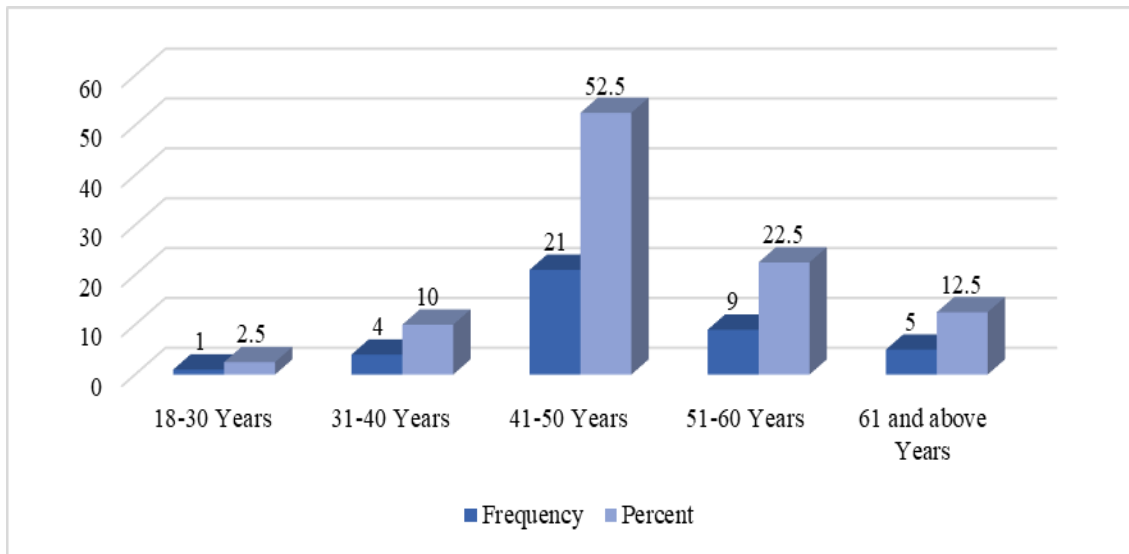


Figure 4.29
Age group

According to Figure 4.29, 52.5% of respondents are 41-50 years old, demonstrating a substantial mid-career representation. 22.5% of the sample is 51-60 years old. 12.5% of respondents are 61 or older, whereas 10% are 31-40. A mere 2.5% are 18-30. This implies that the sample is mostly professionals.

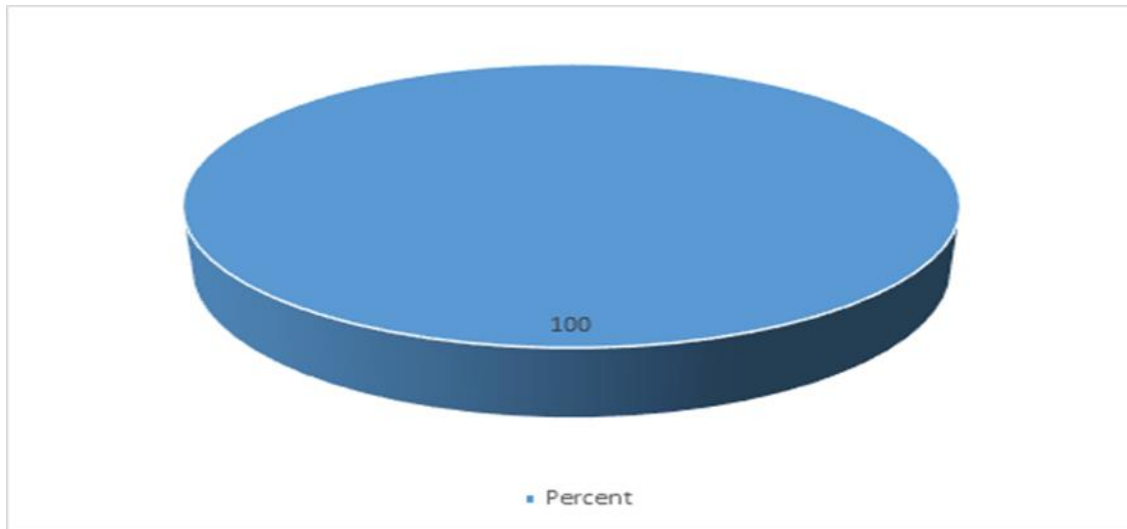


Figure 4.30
What is your gender

Figure 4.30 demonstrates that all responders are male, demonstrating a gender imbalance. There are no female respondents, suggesting the survey or sample was gender-specific or impacted by factors that reduced gender diversity.

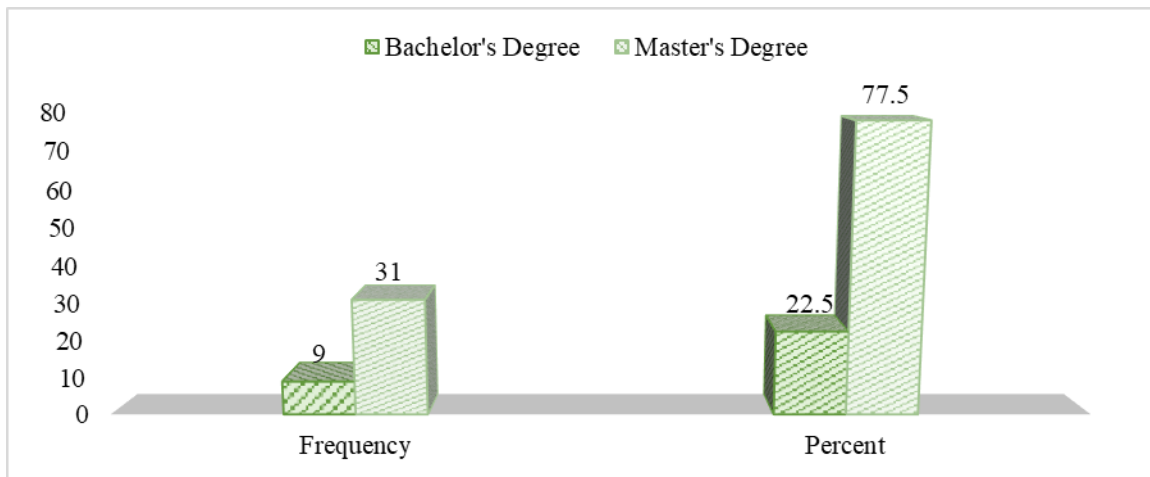


Figure 4.31
What is your highest educational qualification

Figure 4.31 reveals that 77.5% of respondents have Master's degrees and 22.5% have Bachelor's. This suggests that the sample is mostly highly educated.

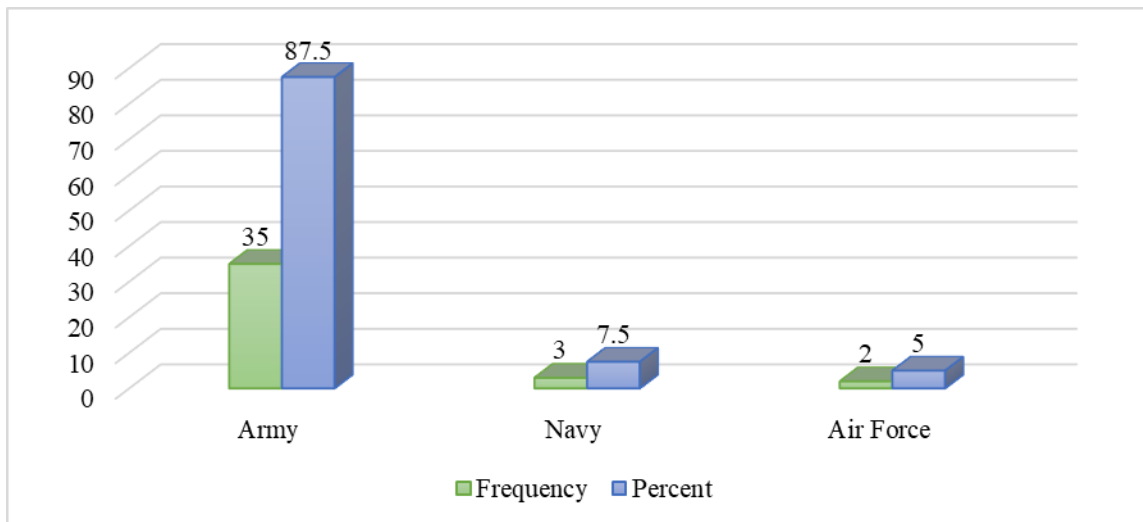


Figure 4.32
Which branch of the Defence Forces do/did you serve in

Figure 4.32 shows that (87.5%) of responders were Army personnel, showing a considerable Army presence. Fewer served in the Navy (7.5%) or Air Force (5%), suggesting the sample is mostly Army veterans. This distribution shows respondents' Army preference.

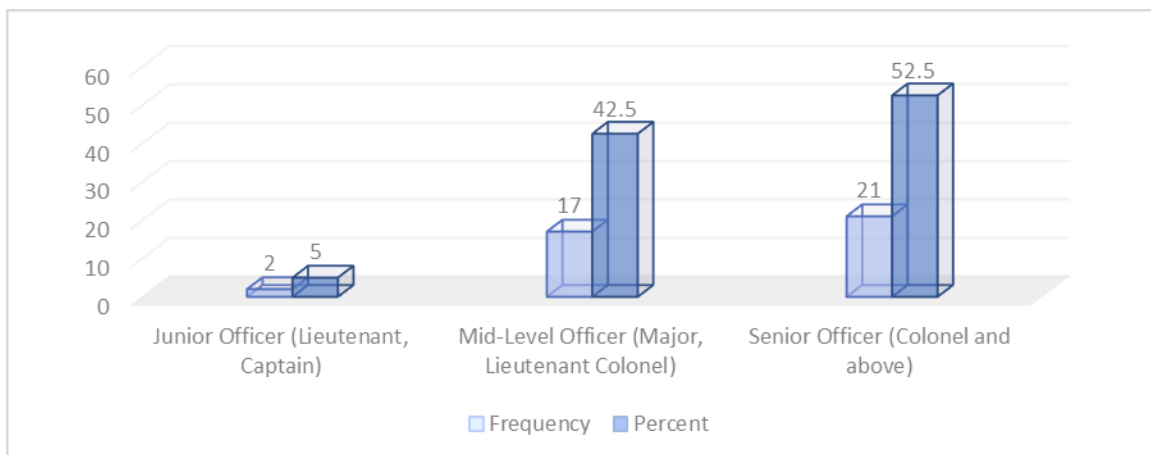


Figure 4.33
What is/was your rank in the Defence Forces?

Figure 4.33 reveals that 52.5% of respondents were Défense Forces Senior Officers (Colonel and above), indicating leadership experience. Mid-Level Officers (Major,

Lieutenant Colonel) made up 42.5% of the sample, while Junior Officers made up 5%. This suggests that the sample is mostly Defense Forces officers with extensive experience.

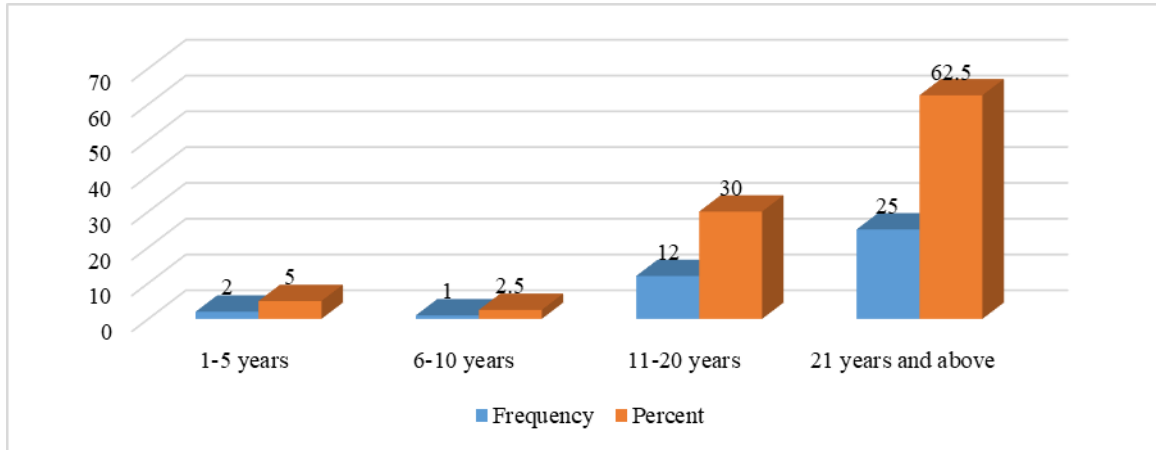


Figure 4.34
How many years of service do you have in the Defense Forces

Figure 4.34 shows that over half of respondents (62.5%) served in the Defense Forces for 21 years or more, suggesting extensive experience. About 30% served for 11-20 years, while 5% served for 1-5 years and 2.5% for 6-10 years. This shows that the sample is mostly Defense Force veterans.

Section 2: Leadership Traits of Defence Service Officers

This section shows respondents' top leadership attributes for defence service officials. Discipline, resilience, strategic decision-making, and crisis management were stressed.

Table 4.15
What qualities define an effective defence leader

		Frequency	Percent
Discipline & Integrity	Slightly Important	2	5
	Neutral	1	2.5
	Important	3	7.5
	Very Important	34	85
Resilience under Pressure	Neutral	1	2.5
	Important	12	30
	Very Important	27	67.5

Strategic Decision-Making	Neutral	7	17.5
	Important	18	45
	Very Important	15	37.5
Adaptability to Uncertainty	Slightly Important	1	2.5
	Neutral	1	2.5
	Important	17	42.5
Teamwork & Collaboration	Very Important	21	52.5
	Not Important	1	2.5
	Neutral	6	15
Crisis Management Capability	Important	8	20
	Very Important	25	62.5
	Neutral	3	7.5
Emotional Intelligence	Important	13	32.5
	Very Important	24	60
	Not Important	1	2.5
Effective Communication	Neutral	1	2.5
	Important	16	40
	Very Important	22	55
Ethical & Value-Based Leadership	Not Important	1	2.5
	Neutral	3	7.5
	Important	19	47.5
	Very Important	17	42.5
	Slightly Important	2	5
	Important	10	25
	Very Important	28	70

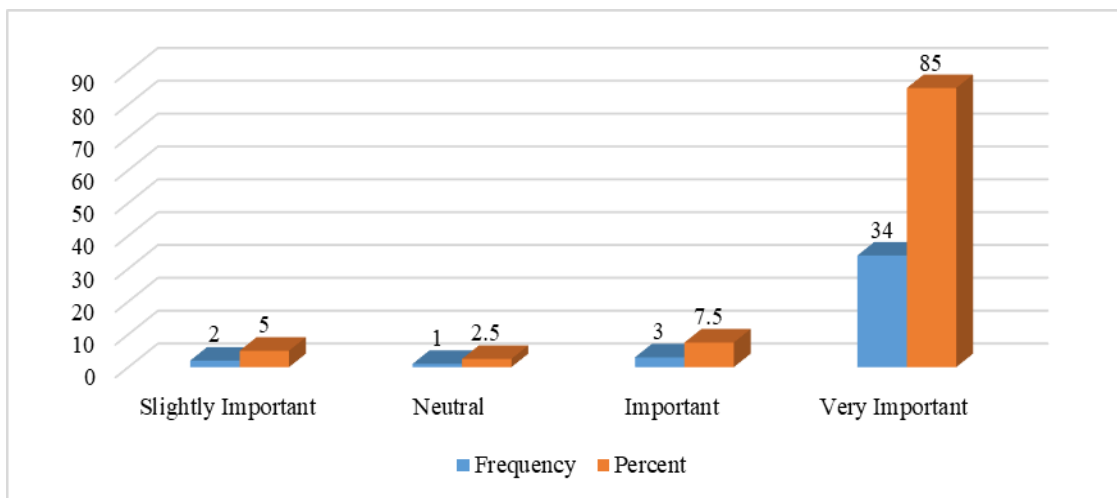


Figure 4.35
Discipline & Integrity

According to Figure 4.35, 85% of respondents appreciate discipline and integrity. A lower fraction finds it significant (7.5%), slightly important (5%), or indifferent (2.5%). Leadership and organizational discipline and integrity are widely recognized as essential.

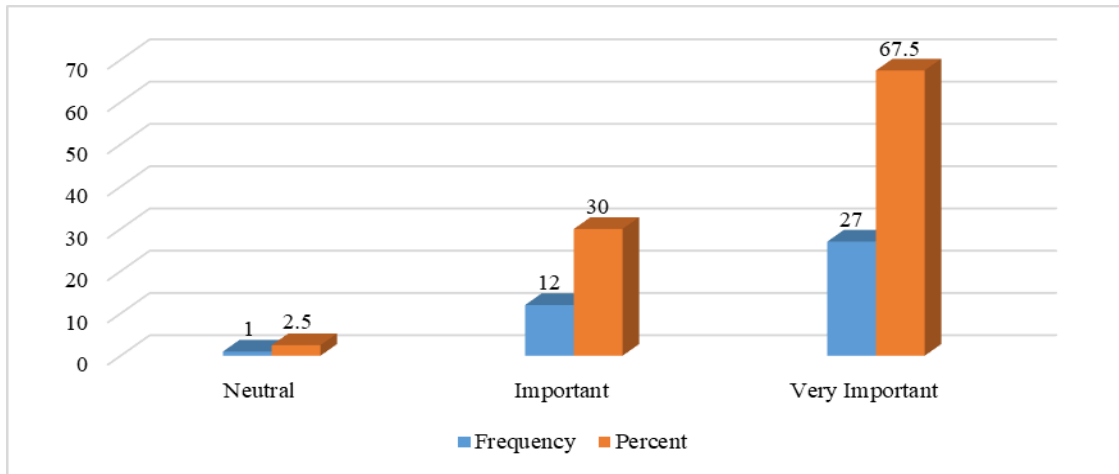


Figure 4.36
Resilience under Pressure

According to figure 4.36, 67.5% of respondents consider Resilience under Pressure very important and 30% important. Resilience is important in handling pressure, as only 2.5% of respondents were indifferent. Many recognize resilience as a critical trait for good leadership and performance in difficult conditions.

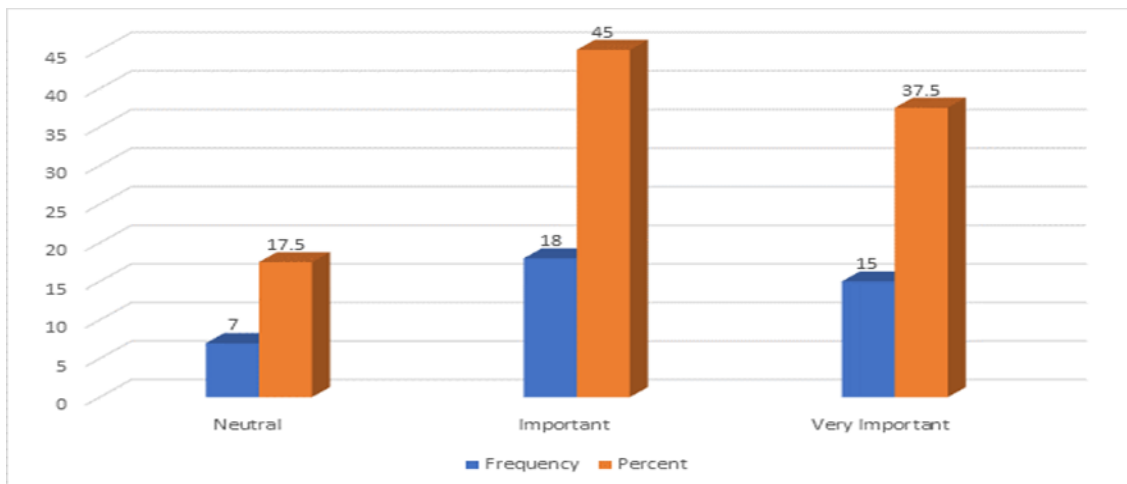


Figure 4.37
Strategic Decision-Making

Figure 4.37 shows that 45% of respondents say Strategic Decision-Making is important and 37.5% say extremely important. Strategic decision-making is valued by most respondents, although 17.5% are neutral, demonstrating that its relevance varies. Strategic thinking is essential for leadership and decision-making, according to the findings.

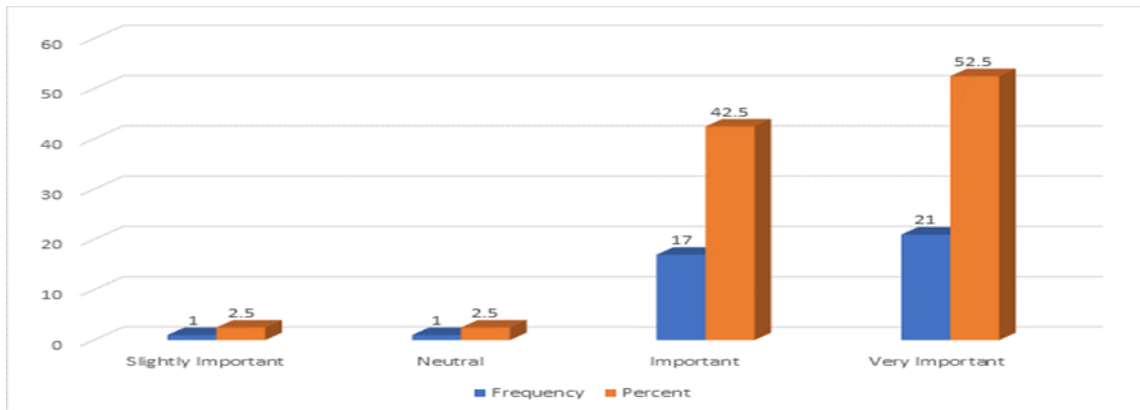


Figure 4.38
Adaptability to Uncertainty

Figure 4.38 reveals that 52.5% of respondents value adaptability to uncertainty extremely highly, and 42.5% regard it as crucial. Just 2.5% of respondents evaluated it as slightly important or neutral. Adaptability is crucial to leadership and decision-making in difficult settings, as shown by the wide consensus on its importance.

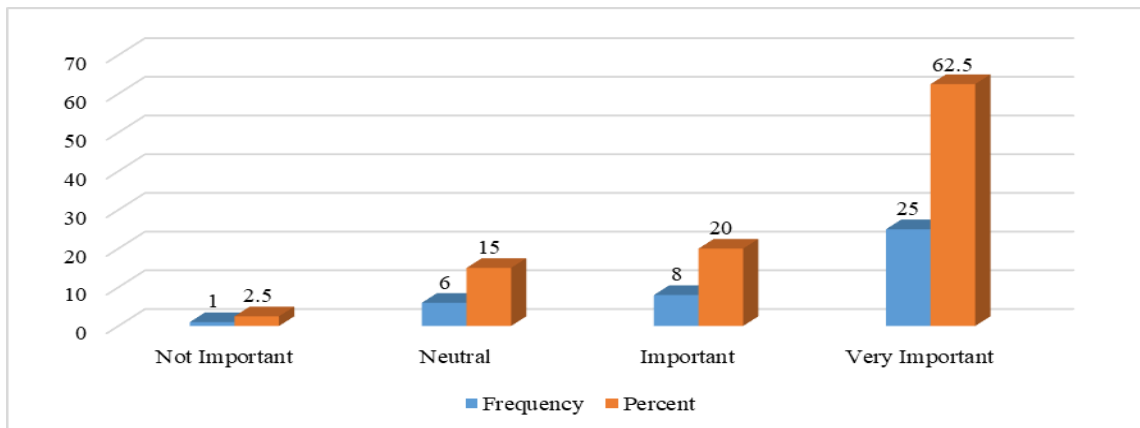


Figure 4.39
Teamwork & Collaboration

Figure 4.39 displays that 62.5% said teamwork and collaboration were very important and 20% said it was significant. 15% were neutral, and 2.5% did not care. Most responders acknowledge the importance of teamwork and collaboration in leadership and organizational success.

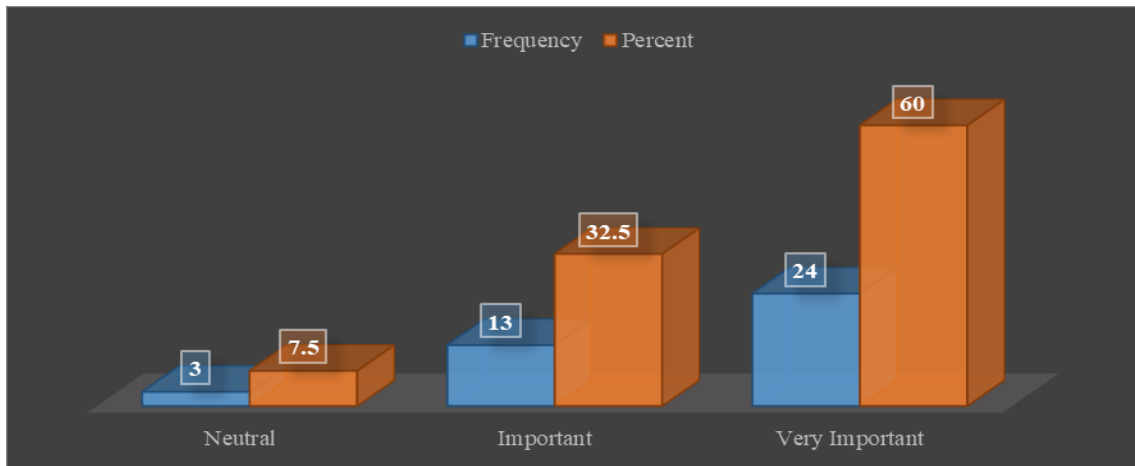


Figure 4.40
Crisis Management Capability

Figure 4.40 reveals that 60% of respondents evaluate Crisis Management Capability very highly and 32.5% as significant. Only 7.5% of respondents were neutral, indicating substantial agreement on crisis management basics. This shows that leaders understand the necessity of crisis management.

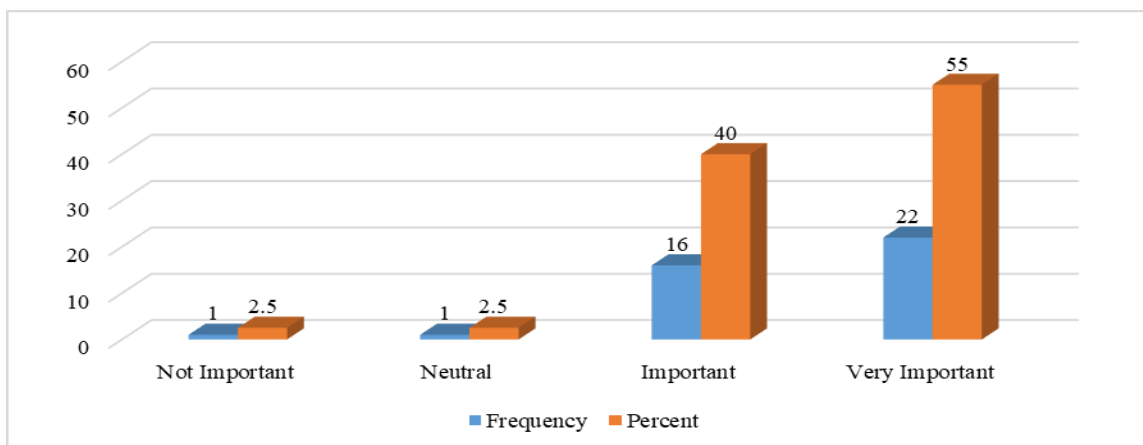


Figure 4.41
Emotional Intelligence

Figure 4.41 displays that 55% regard emotional intelligence very important and 40% as significant. Only 2.5% considered it unimportant or indifferent. There is widespread agreement regarding the need of emotional intelligence in leadership, which entails being aware of and in control of one's own and others' emotions in order to make wise decisions and maintain positive relationships.

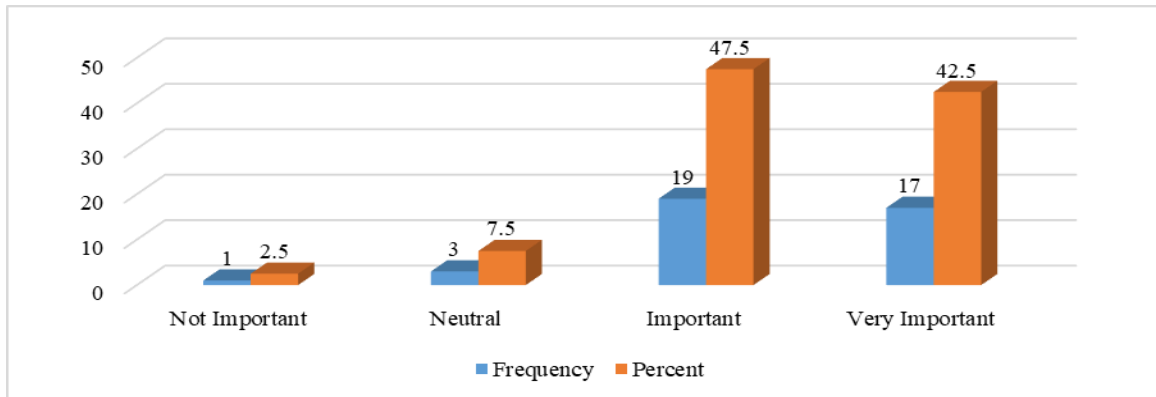


Figure 4.42
Effective Communication

In Figure 4.42, 47.5% of respondents consider effective communication vital, and 42.5% very important. A small percentage (2.5%) considered it unimportant, while 7.5% were neutral. Effective communication in leadership is seen as crucial to clear, successful interactions and decision-making in businesses.

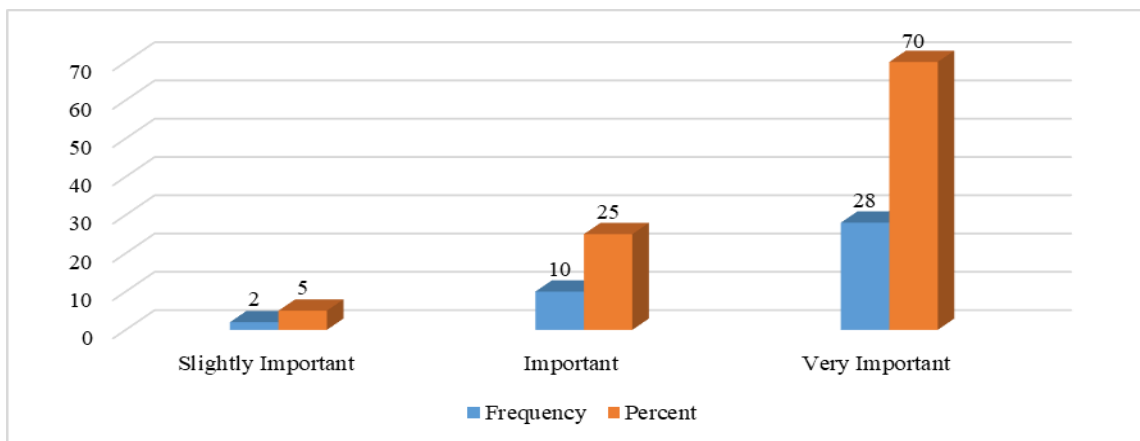


Figure 4.43
Ethical & Value-Based Leadership

In figure 4.43, 70% of respondents rated Ethical & Value-Based Leadership as very important and 25% as significant. Few (5%) found it slightly important. This emphasizes the role of ethical leadership and values in organizational decision-making and integrity.

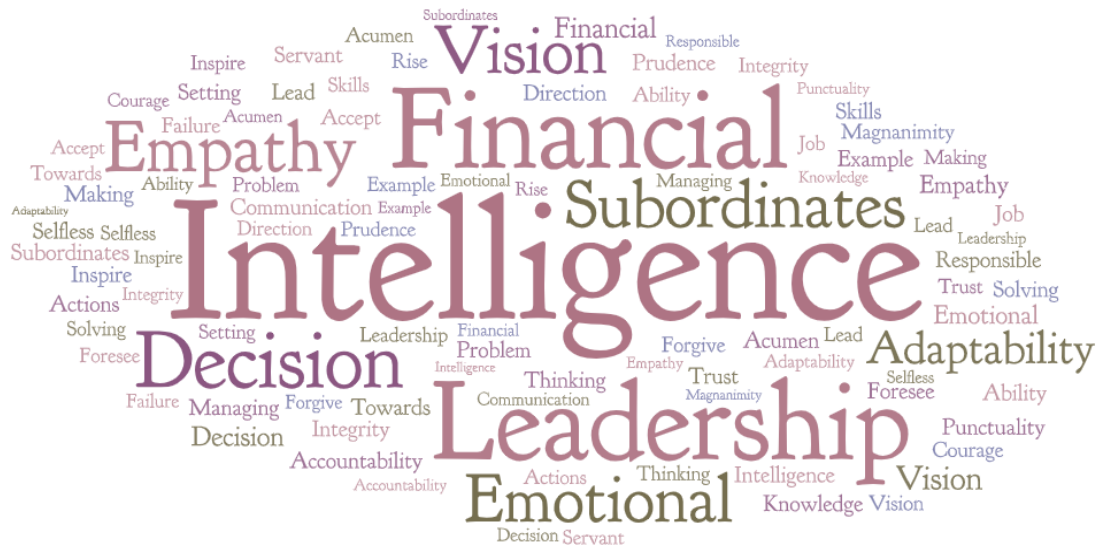


Figure 4.44
Which three traits do you consider the most critical for military leadership

The word cloud depicts the most common leadership attributes and themes. Key words like "Intelligence," "Leadership," "Financial," "Decision," and "Subordinates" appear larger, showing their importance in leadership talks. Other qualities like "Empathy," "Emotional," "Adaptability," "Vision," and "Accountability" emphasise emotional intelligence, strategic thinking, and ethical responsibility. Terms like "Problem Solving," "Trust," "Communication," and "Selfless" show that leadership requires cognitive and interpersonal skills. This visualisation shows that leaders must balance strategic thinking, emotional awareness, and ethics.



This word cloud shows whether leadership is innate or learnt. The dominant terms "Inherent," "Training," "Leadership," "Skill," and "Leader" show that both natural features and learnt experiences contribute to leadership development. Words like "Develop," "Learnt," "Qualities," and "Decision-making" emphasise the idea that deliberate effort and practice may foster leadership. The terms "Innate," "Traits," "Confidence," and "Upbringing" suggest that some traits are innate. The visualisation shows that while certain leadership traits are innate, many may be developed through training and development.

This section examines military leadership-based corporate leadership development. To develop resilient leaders, systematic training, ethical development, crisis simulations, and psychological assessments are emphasised.

		Frequency	Percent
What are the most effective methods on the training used in	Rigorous Training Programs	9	22.5
	Psychological Assessments	8	20

the military to develop leadership skills	Simulation of Crisis Scenarios	9	22.5
	Team-building Exercises	4	10
	Ethical and Value-based Training	10	25
Do you think corporate leadership training should incorporate military-style leadership development techniques	Strongly Disagree	2	5
	Disagree	6	15
	Neutral	3	7.5
	Agree	19	47.5
	Strongly Agree	10	25

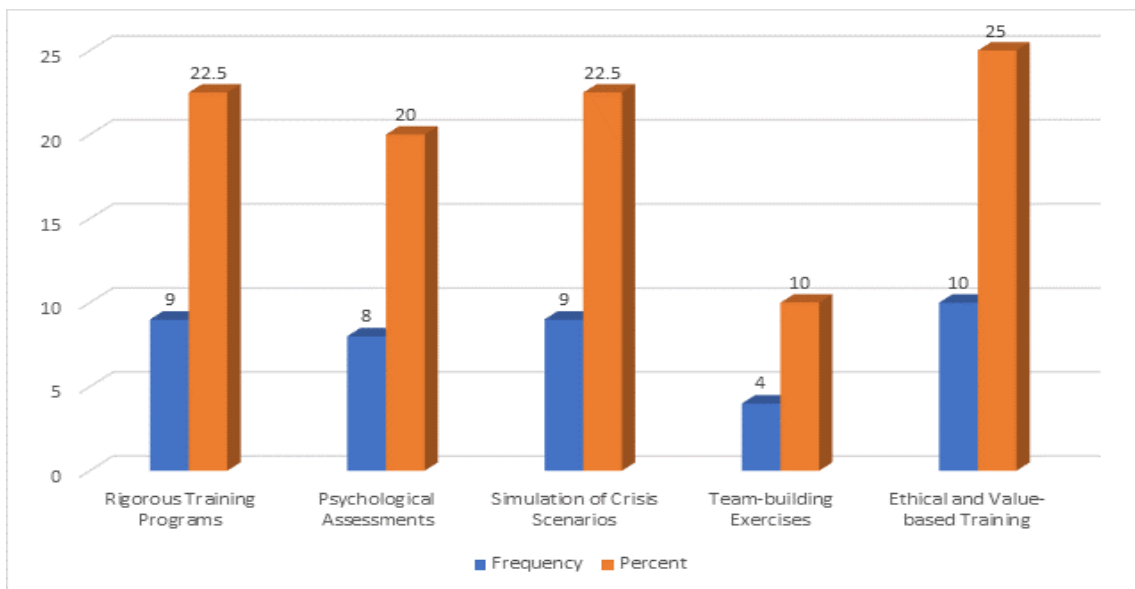


Figure 4.46

What are the most effective methods on the training used in the military to develop leadership skills

In figure 4.46, respondents say Ethical and Value-based Training (25%) and Rigorous Training Programs and Simulation of Crisis Scenarios (22.5%) are the best ways to improve military leadership qualities. In addition, 20% of respondents emphasized psychological assessments. 10% of respondents think team-building exercises work. This shows that military leadership development emphasizes ethics, preparation, and crisis management.

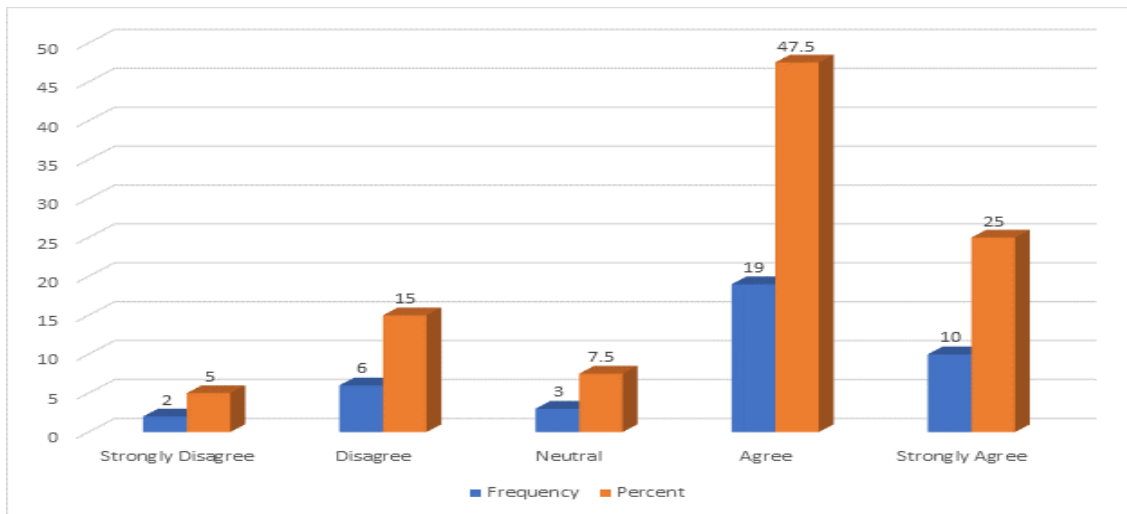


Figure 4.47

Do you think corporate leadership training should incorporate military-style leadership development techniques?

According to figure 4.47, 47.5% of respondents agree that corporate leadership training should use military-style leadership development methods, and 25% strongly agree. 15% disagree, 5% strongly disagree, and 7.5% are impartial. This implies a substantial preference for military leadership theories in business training, albeit a few respondents are hesitant.

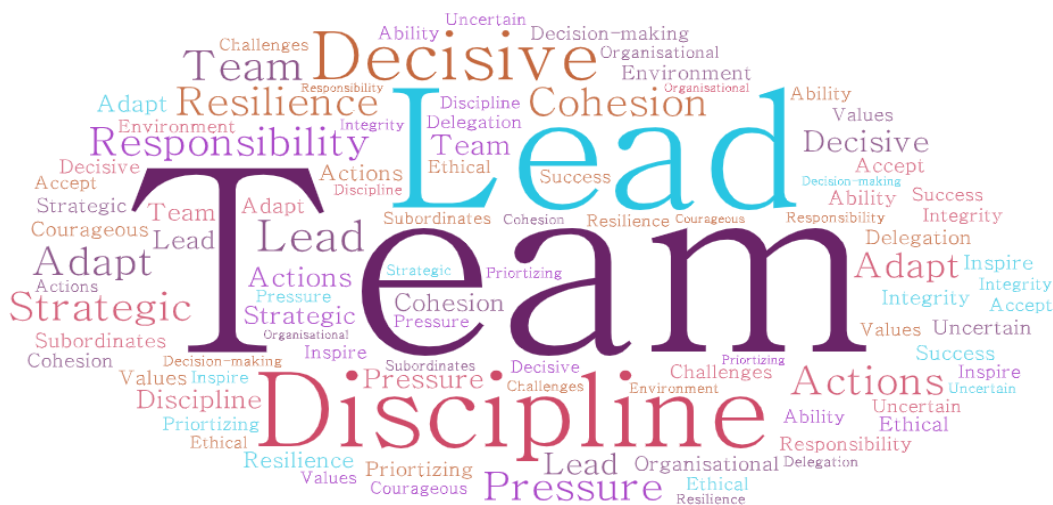


Figure 4.48

What specific leadership lessons from the military would you recommend for corporate executives?

This word cloud emphasises key leadership skills for high-pressure, team-oriented situations. The keywords— “Team,” “Lead,” “Discipline,” “Responsibility,” and “Decisive”—emphasize teamwork, effective leadership, and organised decision-making. Supporting phrases like "Resilience," "Adapt," "Cohesion," "Pressure," and "Strategic" demonstrate the ability to overcome obstacles, stay united, and make ethical decisions under pressure. The visualisation illustrates that leaders must promote discipline, decisiveness, and teamwork to achieve organisational goals in dynamic, unexpected circumstances.

Descriptive Analysis

The study's variables' descriptive statistics are shown in this section. The standard deviation and mean are displayed.

Table 4.17
Descriptive Statistics

	N Statistic	Mean		Std. Deviation Statistic
		Statistic	Std. Error	
What is your age group?	40	3.33	.145	.917
What is your gender?	40	1.00	.000	.000
What is your highest educational qualification?	40	4.78	.067	.423
Which branch of the Defense Forces do/did you serve in?	40	1.18	.079	.501
What is/was your rank in the Defense Forces?	40	2.48	.095	.599
How many years of service do you have in the Defense Forces?	40	3.50	.124	.784
Leadership Traits of Defence Service Officers	40	4.8750	.05296	.33493

What are the most effective methods on the training used in the military to develop leadership skills?	40	2.95	.237	1.501
Do you think corporate leadership training should incorporate military-style leadership development techniques?	40	3.73	.183	1.154

Table 4.17 shows that the sample has 40 respondents with a mean age group of 3.33, indicating that most are 41-50. A gender mean of 1.0 indicates all respondents are male. With a mean of 4.78, respondents are mostly Master's degree holders. The Army (mean of 1.18), mid-level to senior officer ranks (2.48), and 3.50 years of service were the most common military experiences. Defense officers valued leadership, with a mean of 4.88. The best military leadership training approaches had a mean of 2.95, reflecting a varied opinion, with simulation and ethical training dominant. Finally, respondents generally agree that corporate leadership training should include military-style leadership tactics (mean 3.73), but opinions vary. The standard deviations show moderate dispersion in replies, especially for military training and business leadership training.

Inferential Findings of Defence Forces Leaders Survey

In this section, findings concerning the leadership qualities in the defense forces are presented with respect to traits necessary for selection, training, and performance in high pressures environments. The result draws the main features of military leadership and discusses their applicability in corporate leadership. Respondents' insights shed further light on the development of effective leaders by defense forces and how these principles can be modified for the business environment.

Table 4.18
Kruskal-Wallis Test

	Leadership Traits of Defence Service Officers	N	Mean Rank
What are the most effective methods on the training used in the military to develop leadership skills?	Important	5	13.50
	Very Important	35	21.50
	Total	40	
Do you think corporate leadership training should incorporate military-style leadership development techniques?	Important	5	23.70
	Very Important	35	20.04
	Total	40	

Table 4.18 offerings the Kruskal-Wallis test ranks, comparing perceptions on the efficiency of military training methods in leadership development and the incorporation of military-style techniques in corporate leadership training. For the question on effective military training methods, respondents who rated leadership traits of defense service officers as "Very Important" had a higher mean rank (21.50) compared to those who rated them as "Important" (13.50). This suggests that individuals who highly value military leadership traits also perceive military training methods as more effective for leadership development. Conversely, for the question on incorporating military-style leadership techniques in corporate training, the "Important" group had a higher mean rank (23.70) than the "Very Important" group (20.04). This indicates that while both groups acknowledge the value of military training techniques, those who find military leadership traits moderately important may be slightly more supportive of integrating them into corporate training programs.

Table 4.19
Test Statistics

	What are the most effective methods on the training used in the military to develop leadership skills?	Do you think corporate leadership training should incorporate military-style leadership development techniques?
Kruskal-Wallis H	2.149	.490
df	1	1
Asymp. Sig.	.143	.484

Table 4.19 presents the Kruskal-Wallis test statistics, assessing differences in perceptions regarding military training methods for leadership development and their applicability in corporate leadership training. The test result for the effectiveness of military training methods shows a Kruskal-Wallis H value of 2.149 with a significance level (Asymp. Sig.) of 0.143, which is above the 0.05 threshold, indicating no statistically significant difference in opinions between the "Important" and "Very Important" groups. Similarly, for the incorporation of military-style leadership techniques in corporate training, the Kruskal-Wallis H value is 0.490 with a significance level of 0.484, also well above 0.05. This suggests that while respondents may have varying views, there is no significant statistical difference in their perceptions regarding the adoption of military leadership training methods in corporate settings.

4.4 Summary of Findings

The study findings provide significant insights into corporate and defense leadership traits, crisis management ability, and the applicability of military leadership strategies in corporate settings. The results show that corporate leaders are aware of the value of leadership traits, but there are differences in perception of the meaning of military-style leadership. The outcomes of Kruskal-Wallis test indicate that there are no statistically significant differences in views on whether military leadership traits are applicable in

corporate settings or not, implying a common but different appreciation of their usefulness. However, differences in the perception of how corporate leaders handle crises and crisis training frequency suggest that organizations may not have uniform approaches to leadership development in crisis management.

On the issue of leadership training, corporate leaders supported only to a moderate degree the incorporation of military leadership methods into corporate training programs. Incorporating valuing leadership traits and supporting military-inspired corporate training, we found a very strong positive relationship. But there was little direct evidence of a link between military leadership development methods and corporate acceptance, although military principles are respected; however, their direct application in business settings required adaptation. Thus, corporate organizations might have to change military leadership strategies to keep pace with corporate culture and operational requirements.

The results of the defense forces add further to the structured nature of military leadership development. Strongly valuing leadership traits also caused respondents to view military training methods more effectively and linked structured leadership training to effective leadership. But opinions about a mix of military style leadership development techniques in corporate training were split, and those opinions yielded no statistically important differences between groups. This demonstrates that the use of military training techniques is viewed as beneficial though the corporate organizations might need a more pliant adaptation as compared to direct implementation of military models.

Overall, it seems that military leadership principles can be useful for corporate leadership, but only as long as there is a correspondence between corporate environments and military leadership principles. The study emphasizes the need for structured leadership training and suggests that military leadership traits should be adapted for the crises that corporate leaders confront.

4.5 Conclusion

This study points to the necessity of leadership traits used in both corporate and military settings and the possibility of applying military leadership principles to corporate organizations. The findings indicate that although corporate leaders appreciate the value of structured leadership development and crisis management, the application of full military strategies is not necessarily possible without adaptation. The outcomes of statistical analysis indicate that there is a different perception on the applicability of military leadership traits and no strong consensus on their direct implementation as part of corporate training. Nevertheless, while valuing the leadership traits is correlated with supporting military-inspired training, structured leadership programs in the area of crisis management are warranted. Overall, the study reinforces that corporate organizations can selectively adopt the use of effective military leadership techniques provided that they are consistent with corporate culture and operational requirements.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

This study's results offer an important involvement to the application of military leadership traits and crisis management strategies in corporate organizations. It is found that although numerous corporate leaders see the validity of military leadership qualities, the degree of acceptance varies. Findings from the Kruskal-Wallis test show that respondents' views on the usefulness of leadership qualities in the military did not differ significantly, most of them being in agreement with their usefulness, but to differing degrees. Yet a large correlation was found between valuing leadership traits and supporting corporate training that included military-style leadership elements, possibly opening an avenue for leadership development programs.

The analysis of crisis management capabilities showed a great difference between how respondents perceive the corporate leaders' ability to manage crisis and the frequency of crisis leadership training in organizations. Leadership trait dimension is found to be significant in predicting crisis preparedness evaluations, and it is found that leadership perception influences crisis management evaluations. Nevertheless, there was no significant difference in the usefulness of military crisis management strategies in corporate settings for the groups, indicating a balanced perspective of their adaptability.

Regarding the defense forces, those who highly valued military leadership traits also believed that military training methods were effective in leadership development. What is interesting is that those who rated military leadership traits as 'important' rather than 'very important' were somewhat in favor of using military leadership techniques in corporate pieces of training. Nevertheless, the statistical analysis did not show differences

in opinions, and the feeling that all agreed it is effective was more shared than the belief in direct implementation of military leadership training in corporate environments.

Overall, the findings indicate that corporate and defense leadership principles have some common ground, but applying them directly is warranted. This data portrays the fact that corporate structures require the adoption of military leadership techniques but that the two domains have their own contextual differences.

5.2 Discussion of Research Question One

Among the most important in the process of Defence Forces officer selection is the evaluation of certain personality traits that are fundamental for effective leadership and under of pressure decision-making (Bobdey et al., 2021). The selection process was based on traits such as discipline, resilience, adaptability, and decisiveness that were consistently highlighted in the study findings. These characteristics ensure that candidates will be able to withstand harsh demands of military training and operational environments. The results show that in the selection phase, leadership potential, teamwork skills, and stress management skills are also important (Putri & Renwarin, 2023).

The study further shows that those who pose strong problem-solving and ethical integrity are likely to be selected for training (Maesschalck & De Schrijver, 2015). Military leadership wants individuals who can think fast and think well, especially in those hard and uncertain situations. The research findings are consistent with the existing literature that indicates that military organizations prefer candidates who are mentally tough, responsible, and committed to service (Gucciardi et al., 2021). These are the traits that build a leader who is able to manage a crisis, lead a team in a complex situation.

The study also points out that confidence, emotional intelligence and strategic thinking are included in the selection process (Alzoubi & Aziz, 2021). Physical fitness and technical ability are, of course, important, but just as important are psychological and

behavioral qualities that make a candidate suitable for military leadership. The research as a whole confirms that the Defence Forces employ an all-around approach to candidate selection and that those chosen for training possess the right mix of mental, emotional, and leadership capacity to succeed as members of the military (Oprins et al., 2024).

5.3 Discussion of Research Question Two

To lead a company successfully, corporate leaders need to have a different set of personality traits to be able to navigate a complex business environment, inspire a team, and succeed in an organization. This study finds that decisiveness, emotionality, resilience, adaptability, and emotional intelligence are all critical to effective corporate leadership (R. Sharma et al., 2023). Having decisiveness allows leaders to make quick and well-informed decisions, while having resilience helps leaders to weather the storm of challenges and setbacks. In today's fast-paced business world, adaptability in a leader is important, especially because one must find a way to accommodate changes in the market as and when they emerge (Chughtai et al., 2023).

Another thing the research identified was emotional intelligence, which means being aware of one's emotions and how they affect others. High emotional intelligence in leaders allows them to handle relationships, stimulate cooperation, and build a good working atmosphere (Ikart, 2023). Moreover, the study also points out that corporate leaders should have strategic thinking and problem-solving skills to lead their organizations toward long-term success. Modern businesses need leaders who can make morally sound decisions while being transparent and accountable and integrity and ethical leadership are emphasized equally (Ughulu, 2024).

Additionally, the study results indicate that corporate leaders should strike a balance between confidence and humility. By providing confidence, they are willing to take bold initiatives and inspire their teams, and by humbleness, they learn from the

feedback and acknowledge how others have contributed (C. Li et al., 2022). There are some similarities between corporate and military leadership traits, in particular, decisiveness, resilience, and strategic thinking. But corporate leadership focuses more on collaboration, innovation, and emotional intelligence. The research as a whole confirms that a successful corporate leader possesses a set of cognitive, emotional, and ethical traits that allow him or her to lead well in dynamic and competitive environments (Saleem et al., 2024).

5.4 Discussion of Research Question Three

The comparison of the traits of personality necessary for leadership in the defense forces and corporate sectors is made, and similarities and key differences are noted between the two since the leaders operate in different environments (Jackson et al., 2012). Military leaders are trained for high-pressure, structured work environments and discipline; decisiveness and resilience are paramount. It is expected that they will possess unshakable confidence, the ability to make fast decisions under harsh conditions, as well as a marked sense of duty and teamwork (Teixeira et al., 2024). However, corporate leaders work in a more dynamic and fluid environment in which they need to be flexible, and innovative and possess strong interpersonal skills to manage varied teams and respond to market changes (Dinesh Babu et al., 2024).

Additionally, there is a strong similarity between military and corporate leadership in terms of criticism, decision-making, and strategic thinking (Nazri & Rudi, 2019b). In both sectors, leaders must analyze complex situations, make critical decisions, and keep their teams motivated and goal-oriented. Additionally, the ability to remain resilient is also common among military and corporate leaders due to similar challenges that require mental toughness and being able to deal with adversities (McLarnon et al., 2021). Yet, there is a clear difference in how both sectors lead. Military leadership is highly structured, and hierarchical, while corporate leadership is collaborative and more flexible to change. Firms

often adopt these chain-of-command policies, whereas militaries are dependent on the chain of command for the implementation of strategies (Mayland, 2024). In addition, emotional intelligence and negotiation skills are more important in corporate leadership because business leaders must weigh the stakeholder expectations, manage team dynamics, and maximize profitability while creating a good work environment (Ansari et al., 2024).

Ultimately, the traits of a good corporate and military leader are similar: decisive, resilient, and strategic, but how they are applied is based on the needs of their respective sectors. Military leadership principles like discipline and crisis management may be integrated into corporate environments to improve leadership effectiveness (Reiter & Wagstaff, 2018). But the business landscape is becoming very competitive and more and more evolving, so corporate leadership needs to come up with adaptability, creativity, and emotional intelligence to endure in a competitive and developing business landscape (Coronado-Maldonado & Benítez-Márquez, 2023).

5.5 Discussion of Research Question Four

The study results show that some of the personality traits of defense officers can be effectively inculcated in corporate leaders to improve their leadership effectiveness. Discipline, resilience, decisiveness and strategic thinking are among the most important traits and equally applicable in military and corporate environments (Schaedler et al., 2022). Discipline makes sure leaders stay together, stay organized, and are committed to their jobs, while resilience allows them to deal with setbacks, challenges, or even high-pressure situations. Similar to the military world, decisiveness is an equally important trait in corporate leadership, as decision-making has to take place with timely and informed actions to remain competitive and grow the organization (Pais & Rebelo, 2024).

One of the other traits that military officers can teach corporate leaders to adopt is situational awareness and adaptability (Bowles et al., 2017). A military leader is taught to

analyze installed realities quickly and maneuver militarily accordingly. More specifically, in a business setting, this ability translates to agility as a leader that helps leaders effectively respond to market changes, economic shifts, or otherwise unforeseen challenges (Bekos et al., 2025). Moreover, the trait of strategic thinking is also a shared leadership trait of corporate and military leaders who can plan for long-term success, foresee risks, and find inventive solutions to problems (Davies & Davies, 2010).

Also, the study demonstrates the implication of team-oriented leadership, integrity and crisis management skills in a corporate environment. Military officers are trained to lead by example, to build trust, and to be held responsible among their teams (Nagody-Mrozowicz & Pietrakowski, 2024). Values such as these adopted by corporate leaders can help create strong work environments with mutual respect and ethical decision-making. Finally, being able to handle crises with composure and efficiency, which is a key military leadership trait, is very useful to corporate situations where unexpected disruptions like financial downturns, operational failures and public relations crises occur and require leadership intervention (Coronado-Maldonado & Benítez-Márquez, 2023).

Finally, by integrating key military leadership traits into a leader's corporate leadership, a leader can improve his or her effectiveness in terms of balancing the needs of innovation, collaboration, and market-driven strategies. Corporate leaders can create stronger, more efficient organizations that can operate in uncertainty and become successful by embracing discipline, resilience, decisiveness, adaptability, and ethical leadership (Gagan Deep, 2023).

5.6 Discussion of Research Question Five

Identifying key leadership traits, providing structured training, and offering continuous professional development opportunities make it possible to select and groom an individual to become an effective corporate leader. The study's results show that

corporate leaders are those who combine strategic thinking, decision-making, emotional intelligence, resilience, and adaptability (Wallace & Rijamampianina, 2005). As such, potential leaders should be chosen based on the traits assessed in various ways, including psychometric testing, leadership assessments, and evaluations of performance. Organizations have to look for people who have technical expertise and also possess the capacity to lead and inspire people (Tagscherer & Carbon, 2023).

After identifying potential corporate leaders, there is a need for structured leadership development programs to groom potential corporate leaders (Lestari, 2023). It is suggested by the research that corporate leadership training should include mentoring, coaching, and experiential learning. Organizations can expose real-world business challenges and decision-making scenarios to emerging leaders so that they are ready when they are called to lead (D. A. Jerab, 2023). In addition, the elements of military leadership training such as discipline, crisis management, and strategic foresight, can further be integrated to enhance their leadership skills (Kernic et al., 2023). This approach guarantees that the corporate leaders have the resilience and the capacity to be able to handle high-pressure situations.

Then there is the need to groom corporate leaders as continuous learners and more adaptable people. Business environments are dynamic, and therefore leaders are of the view that they ought to be updated with the industry trends, the technological advancements as well as evolving management practices (Pretorius et al., 2018). They can be encouraged to attend executive education, leadership workshops, and cross-functional training to become able to make correct decisions to promote success of the organization (D. Jerab & Mabrouk, 2023). Furthermore, the building of an ethical leadership and accountability culture helps future leaders to avoid relying on integrity and transparency when making decisions in the future.

In summary, talent identification, developing leaders, mentorship and continuous learning are processes that should be structured and done within the long term for corporate leaders' selection and training. Combining the proven military leadership strategies and using it in the world of organizations, while incorporating the traditional corporate leadership methods can yield strong leaders that can lead their teams and organizations to sustainable success.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The purpose of this study was to investigate and contrast the key character attributes of corporate and defence forces leaders, to establish overlap and differences in areas, and to assess the applicability of military leadership qualities for corporate leadership development. The research was carried out by administering a structured questionnaire to 40 people from both domains and analyzing their data using nonparametric approaches like Kruskal-Wallis test and Spearman's correlation.

However, the findings show that the nature of operations in the defense and corporate settings vary greatly, but some leadership traits such as integrity, discipline, accountability, and capability to make decisions under pressure are universally valued. Corporate leaders are more focused on adaptability, innovation, and communication, while defense officers are selected and trained with huge stress on resilience, command presence, and crisis management. Nevertheless, the study supported the integration of military leadership strategies into corporate systems, especially as a means of increasing preparedness to crises and complex decision-making scenarios.

Overall, the research provides support for the notion that military leadership practices can be adopted by corporations to enhance their leadership capability. The incorporation of structured training techniques, scenario-based learning, and a disciplined design for leadership development bridged the gap between traditional military models and emerging business leadership requirements.

6.2 Implications

The results of this study have far-reaching implications for leadership development, organizational strategy, and design for effective training programs in corporations as well

as the defense sectors. What we learnt from the analysis is that what leaders in the military are known for lacking discipline, integrity, strategic foresight, and ability to make decisions when the pressure is on, but these traits are not bad for the corporate world. This offers some support for growing recognition of the value of cross-sector learning and suggests that key elements can be brought into corporate leadership programs, substantially enriched by the addition of military leadership training.

A finding is that people will moderately rate military leadership methods as more favorable as they consider leadership traits as very important. It is well shown to be a higher acceptance of the need for resilience, structured thinking, and accountability amongst the corporate world that is generally associated with the characteristics of the military leader. These traits can also be integrated into the organization's corporate leadership training, building leaders who can not only keep operations regular but also maintain composure and clarity in case of crises. Moreover, adopting leadership based on ethical decisions as well as a service approach (which is similar to the defense) will enhance the perception of integrity and trust among corporate teams.

The findings also reveal that the corporate sector adapts its ways of preparing for leadership in the military form. Psychological screening, intensive training regimens, character building, and exposure to simulated stress environments are stressed by the Defence Forces. These elements can be translated into the corporate sphere to produce more emotionally intelligent, tactically aware, and prepared-for-complex, volatile, or high-pressure scenario leaders. It also supports the development of a long-term view for leader development, as it goes beyond competencies to character and adaptability.

From a human resource management perspective, implications like these provide organizations with an opportunity to reassess their leadership pipelines and talent development strategies. Companies may look at partnerships with military institutions,

defense academies, or leadership think tanks in order to co-create leadership modules that mix corporate goals with the structured military style training. This can lead to hybrid programs that bring the best from the two worlds to create agile, ethical, and high-performing leaders prepared to handle the dynamic problems in today's business environment.

The study overall offers a substantial motivation for organizations to dedicate in cutting edge leadership improvement methodologies that go past the standard boundary of the sector, as well as for policymakers and educators to foster the leadership propensity for the interdisciplinary communication of leadership excellence.

6.3 Recommendations for Future Research

Although this study gives us significant cues about the matching between leadership traits between corporate leaders and defense officers, it also gives us many opportunities for further investigation. Future research could expand study sample size beyond a particular industry and geolocation to broaden generalizability for results. It would widen the demographic and professional background of the respondents to figure out how cultural, economic, and sector-agnostic dynamics affect our perceptions of leadership traits and their applicability in different contexts.

Longitudinal studies are also possible to determine the long-term effects of military-style leadership training incorporated into corporate leadership development programs. Such studies would assist in determining whether the use of military leadership strategies improves leadership effectiveness, decision-making under pressure, engaging employees, and organizational resilience over time.

Finally, further research on the adaptations of military leadership traits in specific sectors is encouraged. Consider, for example, what aspects of military leadership would be more important to technology companies compared to service businesses. Like this, future

research can look into the effect of gender, generational different, and organizational culture in the acceptance and effectiveness of such cross-sector leadership models

Even more, such as with in-depth interviews or case studies, qualitative approaches could be applied as a complement to the quantitative findings. The use of these methods would permit researchers to get rich, narrative-based data, giving a deeper understanding of how leaders themselves perceive the outcome of defined leadership styles on their roles and how they translate these traits into practicable workplace behaviour.

Finally, the last would be an investigation in the growth of a hybrid leadership framework that combines the strategic rigors of military leadership with the adaptable, innovative mindset, which is often critical in the dynamic corporate environment. Such a model could be a useful resource for leadership trainers, HR professionals, and organizational strategists who are interested in creating future-ready leaders.

6.4 Conclusion

The analysis of leadership principles between the Defence Forces and the corporate sectors depicts massive possibilities of educational exchange between the two sectors. Leadership approaches in both military domain and corporate realm are different but likewise retain same core characteristic of fundamental leadership attributes that together support successful approaches to leadership in each one. Over the years, discipline, resilience, together with decisiveness and strategic thinking, have become essential corporate tools to guide through crisis response and direct organizations towards sustainability. The research shows that executive leaders understand that military style leadership development is effective, but have different amounts of implementation. Considering the importance of leadership characteristics people give, leadership development training programs should include the findings so that corporate development programs can support their implementation.

To conclude, the theory has proven elementary in that subsequent organizational readiness and dynamic leadership proficiency can be equally achieved in business structures by merging of the military leadership development technique with tactical awareness coaching with the crisis response method. Although emotional intelligence, along with ethical decision making and adaptability, are found in business sectors as well as in military sectors in varying ways, the three important traits are found.

This research suggests that corporate leadership selection and development processes should entail assessing prospective candidates by combining their cognitive and strategic skills with their emotional and moral competencies. The combination of these military leadership approaches and business values (value-based on teamwork, creative thinking, and emotional) can create leaders ready for business complexity. Such integration will form a program for developing leaders who are efficient and visionary, and resilient in their actions and thoughts. Evidence is provided in research that the present contents of corporate leadership standards should be advanced through thoughtful consideration of defense leadership attributes.

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APPENDIX

DATASET

Corporate Form

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	What is yç	What is yç	What is yç	What is yç	How many	In Which	What is yç	What is yç	What is yç	What is yç	What is yç	What is yç	What is yç
2	4	1	6	2	3	1	2	4	4	4	5	4	4
3	3	2	5	2	2	1	3	4	4	4	4	4	4
4	3	2	6	2	3	2	1	5	5	5	5	5	5
5	4	2	6	5	3	7	4	5	5	5	5	5	5
6	4	1	6	2	2	7	1	5	5	5	5	4	4
7	4	1	5	1	4	1	1	5	5	5	5	5	5
8	4	1	4	1	4	5	4	5	5	5	5	5	5
9	4	1	4	1	4	3	1	5	5	5	5	5	4
10	4	1	5	2	4	3	1	5	5	5	5	5	3
11	4	1	4	2	2	1	1	2	2	2	2	2	2
12	4	1	4	1	3	6	1	5	5	5	5	5	5
13	4	1	4	1	4	1	1	5	5	4	5	4	5
14	4	1	5	2	2	7	1	4	5	5	4	4	3
15	4	1	5	2	4	1	1	5	5	5	5	4	4
16	4	2	5	3	4	4	1	5	5	4	5	4	4
17	4	1	5	5	4	1	1	5	5	5	5	5	5
18	4	1	5	2	4	6	1	5	5	4	5	5	4
19	4	1	4	3	4	1	1	5	5	5	5	5	5
20	4	1	5	1	4	1	1	4	5	4	5	5	5
21	4	1	4	2	2	1	1	5	5	4	4	5	4
22	4	1	5	2	3	1	1	5	4	4	5	4	4
23	4	1	5	1	2	7	4	5	5	3	5	4	3
24	4	1	5	2	4	2	2	5	3	5	5	4	4
25	4	1	5	1	3	5	1	5	5	5	5	5	5
26	3	1	5	5	4	7	1	4	4	5	5	5	3
27	4	1	4	2	4	1	1	5	5	4	4	5	5
28	4	1	4	6	1	7	3	5	5	5	5	5	5
29	4	1	4	2	4	4	1	5	5	5	5	5	4
30	4	1	4	2	2	1	1	5	5	5	5	5	5
31	4	1	5	2	4	1	2	5	5	5	5	4	4
32	3	1	5	2	4	1	1	5	4	4	5	5	4
33	4	2	5	1	3	7	5	5	5	4	5	5	4
34	4	1	5	1	3	7	1	5	4	4	4	5	4
35	1	1	4	4	1	4	2	2	1	4	3	2	4
36	2	1	4	5	1	3	2	2	1	5	4	2	3
37	1	2	4	3	1	2	3	1	2	3	4	5	4
38	2	2	5	3	1	4	1	4	3	4	3	1	3
39	2	1	4	2	1	4	1	1	2	3	4	4	3
40	1	2	4	5	1	3	1	2	3	4	1	5	3
41	2	2	4	5	1	3	3	2	3	5	1	4	4

	N	O	P	Q	R	S	T	U	V
1	What	What	Do you be	Which of	How wel	How freq	Which of	Which of	Would yç
7	5	5	1	1	3	4	3	5	4
8	5	4	2	7	1	3	1	3	5
9	5	5	2	4	4	3	4	3	4
10	4	4	3	5	3	4	1	5	3
11	2	2	1	4	3	2	3	3	5
12	5	5	2	7	4	3	3	4	5
13	5	5	2	4	4	2	1	3	4
14	5	5	2	7	3	4	1	1	4
15	4	4	1	1	4	3	4	3	4
16	5	5	1	7	5	2	1	1	5
17	5	5	3	1	4	2	3	2	4
18	5	5	3	3	2	4	3	1	4
19	5	5	1	2	3	3	3	4	5
20	5	4	2	2	4	4	1	1	4
21	4	3	3	7	2	3	3	2	4
22	4	5	2	2	3	2	1	1	4
23	4	2	2	1	4	4	1	2	3
24	5	5	3	1	5	2	3	2	3
25	5	5	1	2	4	1	4	2	5
26	5	4	2	5	3	4	1	1	4
27	5	4	1	2	3	3	1	5	5
28	5	5	1	1	1	4	4	4	4
29	5	5	1	5	4	3	3	4	5
30	5	4	4	1	4	3	1	1	4
31	5	5	2	7	3	2	1	5	3
32	5	4	4	7	4	2	1	1	3
33	3	4	1	1	3	3	5	3	5
34	5	4	3	1	3	2	3	4	4
35	2	2	1	3	2	1	3	3	4
36	4	2	2	4	2	2	2	2	3
37	3	2	4	4	2	2	3	3	2
38	4	3	2	2	2	2	4	1	3
39	2	4	2	3	2	1	3	2	3
40	2	4	2	2	2	2	3	2	2
41	3	2	1	4	2	2	2	2	4

Defense Form

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	1. What is yo	2. What is yo	3. What is yo	4. Which bra	5. What is/w	6. How many	7. 1	8. 1	9. 1	10. 1	11. 1	12. 1	13. 1	14. 1	15. 1	16. 1	17. 1
2	3	1	5	1	3	4	5	5	4	5	5	5	4	5	5	5	5
3	4	1	5	1	3	4	5	5	4	5	5	5	5	4	4	4	5
4	2	1	4	1	2	3	5	5	5	5	5	5	5	5	5	5	2
5	2	1	5	1	3	3	5	5	4	3	3	3	5	4	2	5	1
6	4	1	5	1	3	4	5	5	4	5	5	5	5	5	5	5	1
7	3	1	5	1	2	3	5	4	4	5	5	5	5	4	5	5	2
8	3	1	4	1	3	2	4	5	5	5	5	5	5	4	4	4	4
9	5	1	5	1	2	4	5	5	3	5	3	5	5	5	5	3	5
10	5	1	5	1	2	4	5	5	3	5	3	5	5	5	5	3	5
11	4	1	5	3	3	4	5	5	5	4	5	4	5	4	5	1	4
12	3	1	5	1	3	3	3	5	3	5	5	4	4	1	5	2	4
13	4	1	5	1	2	4	5	5	4	4	4	4	4	5	5	1	1
14	3	1	4	1	3	4	5	4	4	4	4	4	4	4	5	1	5
15	2	1	4	3	2	3	5	4	3	4	5	4	4	5	4	3	4
16	3	1	5	1	2	4	5	4	4	4	5	5	4	5	5	2	4
17	4	1	5	1	3	4	5	5	5	5	4	4	4	5	5	3	4
18	4	1	5	1	3	4	5	5	5	5	5	5	5	5	5	5	4
19	3	1	5	1	2	4	5	5	5	4	5	5	4	5	5	5	5
20	3	1	5	1	2	4	5	5	4	5	5	5	4	5	4	1	2
21	3	1	5	1	3	3	5	4	4	4	3	3	4	4	5	3	2
22	3	1	5	2	2	3	5	5	5	4	5	5	5	4	5	5	4
23	3	1	5	1	2	3	5	5	5	4	4	4	4	4	5	3	4
24	3	1	5	1	3	3	5	5	5	4	4	4	4	4	4	4	4
25	3	1	5	2	2	4	5	4	4	5	5	4	4	4	5	3	2
26	3	1	5	2	3	4	5	4	4	5	5	5	5	3	5	5	1
27	3	1	5	1	2	3	5	5	5	5	5	5	5	5	5	5	3
28	3	1	5	1	2	4	5	5	5	4	4	4	5	4	5	1	2
29	3	1	5	1	3	4	5	5	3	4	4	4	5	5	4	3	3
30	5	1	5	1	3	4	5	4	4	4	4	5	5	4	5	1	4
31	4	1	4	1	3	4	5	5	5	4	5	4	5	4	5	4	4
32	4	1	5	1	2	4	5	4	4	4	5	5	5	4	4	2	5
33	3	1	5	1	3	4	5	5	4	5	5	5	5	4	4	5	3
34	5	1	5	1	3	4	5	5	5	5	5	5	5	5	5	5	5
35	3	1	5	1	3	4	5	5	4	5	3	5	4	4	5	5	5
36	5	1	4	1	3	4	5	5	4	5	5	5	5	5	5	1	4
37	5	1	4	1	3	4	5	5	3	4	3	5	5	3	5	5	3
38	3	1	5	1	2	4	5	5	5	5	5	5	4	4	5	3	2
39	4	1	5	1	3	4	5	5	5	5	5	5	4	5	4	4	5
40	1	1	4	2	1	1	2	3	4	2	1	5	5	4	2	2	4

Interviews

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Which three t	Can leadersh	What specific	Which three t	What are the	Are there any	If military leadership principles were introduced in corporate training, what challenges or resistance might arise?									
2	discipline, integ	training	Integrity, lead b	integrity, lead b	changing envin	discipline, heira	in corporate, the same is more on maximizing business growth than discipline, so related resistance will be there									
3	Discipline, aso	il They are a	ris Ability to inspire	selfless leader	The business e	Ability to inspire	The biggest challenge will be to ensure everyone understand the vision. In military, the vision is very clear, to defend the nation. In corporate, not everyone will be able to appreciate the vision									
4	Organisational	Yes, some are	Ethical values,	Financial pr	Ethical Disc	ipline Hierarchy	char I will surely make the Corporate ecosystem a much healthier place for every employee of the company. It is high time that this discipline is inculcated in the corporate world									
5	Nationalism, Ri	Leadership ca	Prioritizing in	un Setting Direc	to Prioritizing in	ar Command stru	There are many aspects which can be introduced. Attention must be given to processes for each leadership attribute rather than just attributes. Example - How does one hire and develop skills for spec									
6	Empathy, Curo	Yes	Discipline and	i Accountability,	Too much infor	Not much	People may oppose the rigidity of military									
7	Foresight	Inherent	Delegation & T	i Trust in subord	Team building,	None	There should be no resistance since military & corporate working style is more or less the same wherein output is the desired requirement in both the cases									
8	Decisiveness,	C Training but	de Be decisive,	co Decisiveness,	i Beauracrat	ic No excepting m	I don't think there will be much resistance as leadership principles are generally common in both cases, though their degree of applications may vary.									
9	Service orienta	A few with skill	i Look after your	Intelligence to f	Acute competit	None	Corporate sector does not understand the functioning of military. Their war fighting concept is in tune with what they see in movies and therefore are ri informed. When they know that at all levels of milit									
10	Decisiveness –	Leadership is a	Decisive Decis	Vision, Emotio	navigating Unc	Some military k	Introducing milita	ry leadership principles in corporate training might face challenges such as resistance to hierarchy, as employees may prefer more flexible, collaborative structures. Autocratic leadsh								
11	Integrity, Decis	Leadership qui	Decisiveness U	Vision, Emotio	navigating Unc	Some military k	Introducing milita	ry leadership principles in corporate training might face challenges such as resistance to hierarchy, as employees may prefer more flexible, collaborative structures. Autocratic leadsh								