

**Generative Sustainability:
A Human Resource Framework to Navigate the Future of Work**

Thesis submitted to the University of Nottingham

for the degree of Doctor of Philosophy

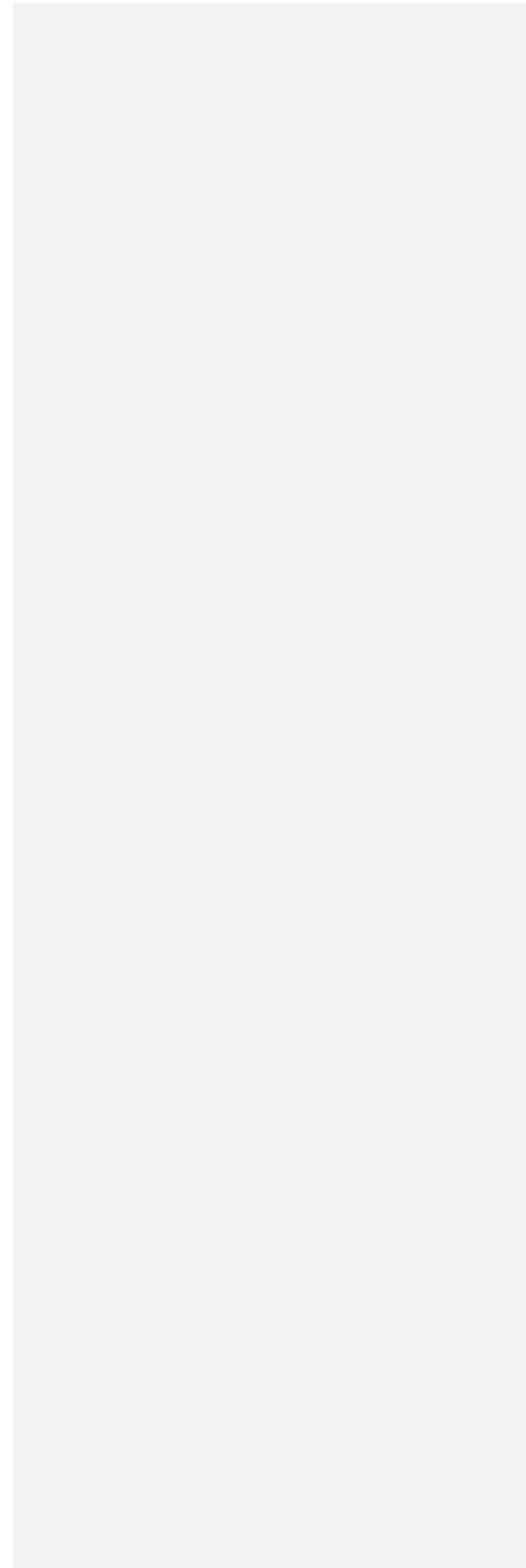
by

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ABSTRACT

The Future of Work (FoW) has raised concerns about sustainability, leading to significant changes in the workplace. Key megatrends such automation displacing routine tasks, gig work transforming employer-employee contracts, remote and hybrid work impacting employee management, and environmental, social and governance (ESG) concerns driving various diversity, equity and inclusion (DEI), corporate social responsibility (CSR) and sustainability initiatives, are all impacting organisational and workforce resilience. As such, implementing future-proofed human resource management (HRM) practices can help navigate FoW challenges. Adopting an interpretivist-constructivist thinking, this research utilised a qualitative approach in the form of semi-structured interviews with 39 senior managers and human resource professionals from organisations implementing ESG, CSR and FOW practices. Data collected was then analysed through a qualitative analysis software.

Proposing a unified framework for organisations to navigate FoW, it began by identifying the impact of the megatrends into the 4Ds namely Disruption, Disconnect, Discontent and Degradation and proposing the 4Ps of Profit, People, Purpose and Planet as a way forward in navigating the 4Ds. A Generative Growth approach was identified to manage the tensions between the Ps by leveraging on growth theory to move beyond a focus on economic expansion to one that incorporates sustainable and adaptive growth. This research has also proposed for the need of Generative Organisations that are able to develop generative capability, that of absorptive, adaptive and generative capacity, to navigate FOW. A Generative Organisation matrix is also identified to identify the traits of organisations that are able to drive holistic and sustainable outcomes and future-proof in the face of FOW. This leads to the development of the Generative HRM Framework covering key themes such as strategy and foresight, organisational design, policies and processes, leadership and culture, change management, and organisational learning and growth and extends the role of Generative Leadership in supporting Generative HRM initiatives for overall organisational success. Together, these theories form a unified framework that promotes sustainable development, adaptability, and long-term resilience and brings us to the final model, that of Generative Sustainability.

Limitations to the study include the limited scope of comparison due to FoW's lack of clear definition on FoW, the diverse theoretical framework variations of StHRM and SuHRM, the cultural and contextual impact of the study which is only limited to the Malaysian context, the inability to measure the longitudinal impact of megatrends and the generalisability of the study. Future research could include conducting more empirical studies to identify generative HRM solutions in practice as well to examine the impact of different country and sector-based influences on developing generative solutions. It would also be useful to conduct quantitative studies to development measurement scales to identify the maturity levels of different organisations and HR departments that would fall into the various grids proposed in the Generative Organisation and Generative HRM frameworks. Finally, expanding the participant base in future studies to include a broader range of organisational roles and types, particularly from SMEs, is crucial to obtain a fuller picture of organisational dynamics and HRM effectiveness.

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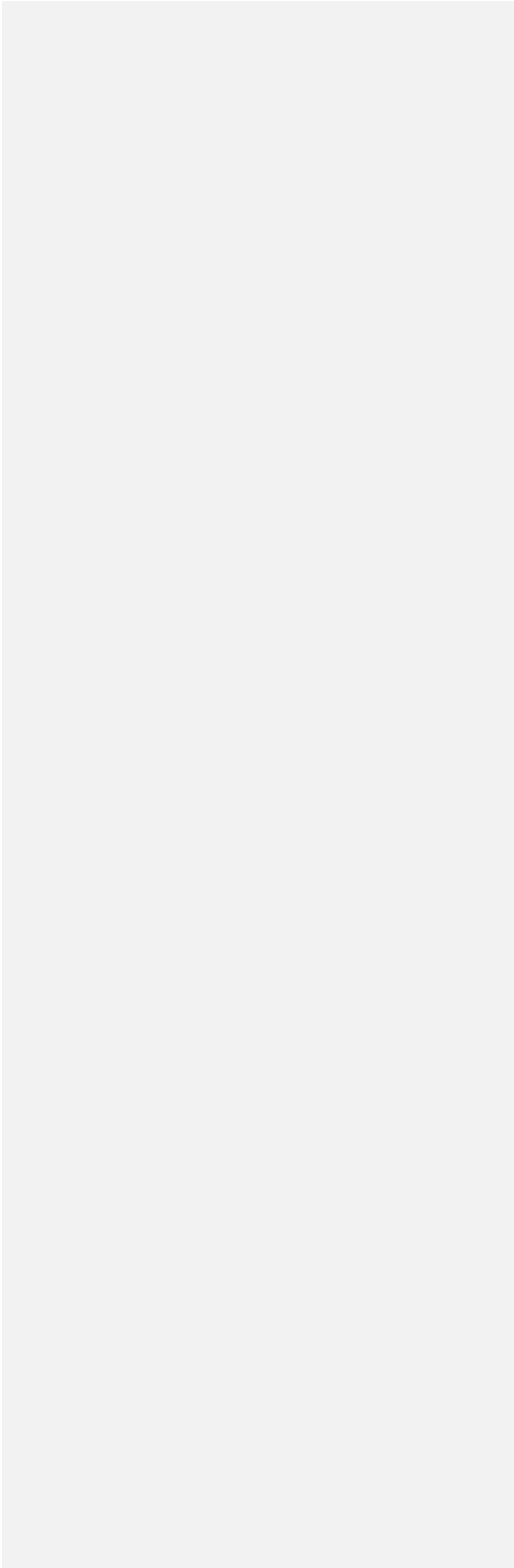
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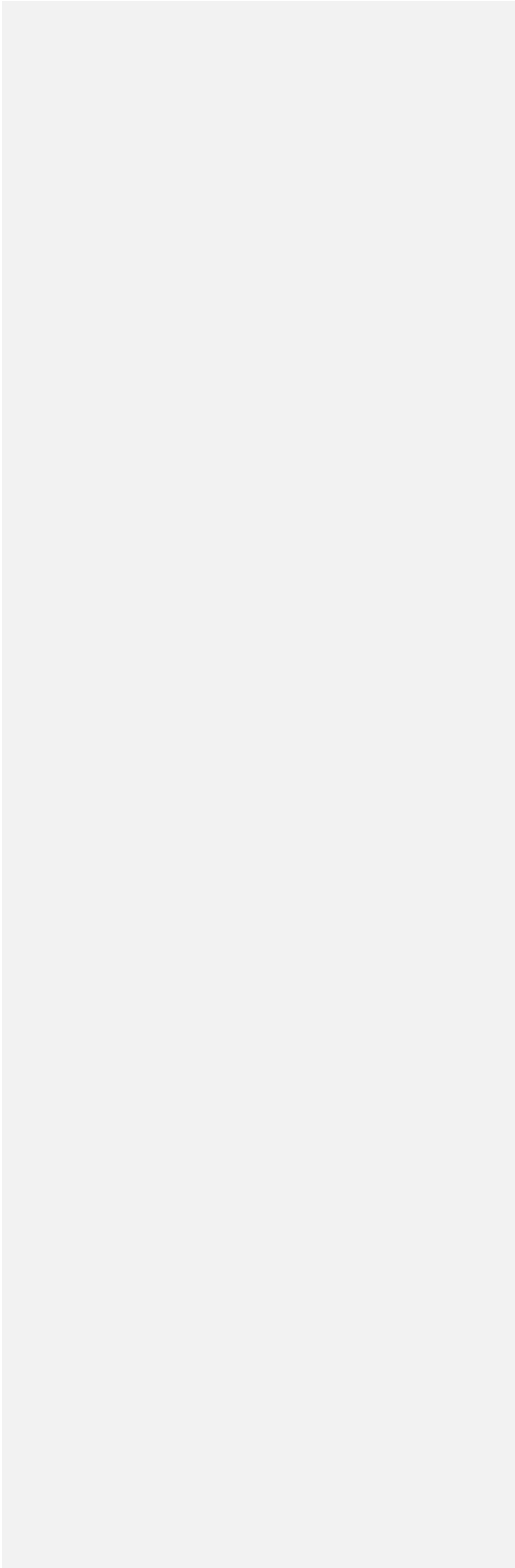
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ABBREVIATIONS

4IR	Fourth Industrial Revolution
AI	Artificial Intelligence
IoT	Internet of things
CIPD	Chartered Institute of Personnel Development
CSR	Community Social Responsibility
DEIB	Diversity, Equity, Inclusion, Belonging
ESG	Environment, Social, Governance
FDI	Foreign Direct Investment
FOW	Future of work
GC	Generative Capability
GL	Generative Leadership
GO	Generative Organisations
GS	Generative Sustainability
HRDC	Human Resource Development Corporation
HRM	Human Resource Management
HR	Human Resource
IT	Information Technology
L&D	Learning and Development
MITI	International Trade and Industry Ministry
SDG	Sustainable Development Goals
StHRM	Strategic human resource management
SuHRM	Sustainable human resource management
TBL	Triple Bottom Line
UN	United Nations
WEF	World Economic Forum

CHAPTER ONE INTRODUCTION

1.1 Chapter Overview

This chapter presents the background of the research and underlying problems leading to the pursuit of research in this area. It also sets forth the research questions and objectives, potential significance of the research and general contributions in the chosen area of research as well as key terms and definitions.

1.2. Introduction

Several key megatrends have impacted the Future of Work (FOW), leading to a series of concerns in terms of disruptive and sustainability issues. The Fourth Industrial Revolution (4IR) and the introduction of technology and digitalisation such as artificial intelligence (AI), internet of things (IoT) has impacted the workforce (Rotatori et al., 2021) as questions of upskilling and reskilling come to the fore (“Inception Report for the Global Commission on the Future of Work”, 2017; Schultz, 2021). Concerns such as globalisation, organisational flexibility and work/life issues (Lobel et al., 1999); human-machine interaction (Jarrahi, 2018); well-being concerns (Mariappanadar & Kramar, 2014); and unemployment and inequality (Allen, 2017) remain important. Researchers have also investigated how to include environmental, social, and economic factors in HRM practices in the context of sustainable HRM (SuHRM) and the future of work (Ferdousi & Abedin, 2023; Bush, 2020; Kumar et al., 2020; Stankevičiūtė & Savanevičienė, 2018; Chams & Garcia-Blandón, 2019), particularly when in relation to the UN Sustainable Development Goals that aim to address the social, economic, and ecological “Grand Challenges” that permeate my time (Doh, Budhwar & Wood, 2021). Sustainability concerns such as the energy crisis and climate change are no longer merely ‘environmental issues’ but dominate the World Economic Forum’s Global Risks Report 2017 (World Economic Forum, 2017) as concerns around climate action, extreme weather, and biodiversity will all have a severe impact on my ecosystems, natural capital, and economic activity, leading to substantial financial losses. Environmental management research has explored the function of HRM in encouraging eco-friendly conduct among staff members and minimising the organisation's environmental impact (Mariappanadar & Kramar, 2014; Pinzone et al., 2016). The Covid-19 pandemic has also significantly accelerated

Commented [MK1]: FOW or FoW ; IoT

changes in the workplace with remote and hybrid work and the proliferation of digital tools not only to support remote work practices but for learning and development (L&D) as Well (Cooke, Dickmann & Perry, 2022; McFarland et al., 2020).

As such, FOW's impact manifests across three principal domains: work, workforce, and workplace. Regarding work, the automation and algorithms displace routine, repetitive, and predictable tasks (Minbaeva, 2021). Concerning the workforce, the nature of employer-employee contracts undergoes transformation with the proliferation of gig work (Dhanpat et al., 2020), while organisations grapple with the sustainability of an ageing workforce. Concerning the workplace, innovations in technology facilitate remote and hybrid work arrangements, transcending traditional office confines. Consequently, organisations must navigate the disruptions and challenges catalysed by FOW to thrive in the post-pandemic era.

However, despite the fact that (FOW) has garnered increasing attention across academic, organisational, and policy-making realms, and despite the proliferation of academic discourse on the subject propelled by the rapid evolution across various disciplines (Deloitte, 2017; Spencer, 2018; Stoepfgeshoff, 2018; World Economic Forum, 2016) a precise definition of 'Future of Work' remains elusive (Bhattacharyya & Nair, 2019; Stoepfgeshoff, 2018) and ambiguous. There is also significant debate as no agreed vision of FoW has been ascertained. Neither is it clear as to what is to be expected from FoW and its current developments (ILO, 2018). Furthermore, the effectiveness of HRM practices is difficult to measure and doesn't take into consideration the context or the uniqueness of different environments (Yu et al., 2021; Alsibly & Alzubi, 2022), varying greatly depending on contextual factors such as culture, industry and organizational size.

To navigate FoW, it is key for corporations to ensure that they utilise the right human resource management initiatives. The two key HRM theories that have been proposed to that include that of Strategic HRM (StHRM) and Sustainable HRM (SuHRM). In the face of Industry 4.0, StHRM has seen a paradigm shift (Flores, Xu & Lu, 2020) creating opportunities for HRM to step up to its new role in developing a sustainable workforce, evolving from one focused on policies and procedures to an architect of worker experiences (Chandrasekaran, 2021) that meet employees needs and expectations while also that of the talent requirements of the company. As

such, StHRM has proposed for the development of a talent pool of high-potential as well as high-performing employees as well as the creation of a differentiated HR architecture to attract, manage and retain such employees (Claus, 2019).

On the other hand, SuHRM practices have included sustainable and socially responsible practices, flexible work arrangements, talent management, ethical leadership, workforce agility, performance management, employee engagement, and employer branding to build a resilient and adaptive workforce to address the new challenges posed by FOW (Kainzbauer & Runruang, 2019). The beneficial association between employee wellbeing and performance, engagement, and retention have made also made wellbeing an important field of research (Davidescu et al., 2020; Mariappanadar & Hochwarter, 2022) as researchers examine the functions of flexible work schedules, mental health support, and work-life balance programs on FoW (Davidescu et al., 2020; Bouwmeester et al., 2021). Diversity, inclusion, and equity (DEI) has also shown the beneficial effects on productivity, creativity, and innovation in organisations and come to the fore in response to FOW concerns (Lacker et al., 2022; Ismail et al., 2021; Muskat et al., 2022).

As such, organisations may adopt both the overlapping practices of StHRM and SuRM (skill development and competency management, agile work practices, flexible work arrangements, performance management, diversity, and inclusion, employee engagement and participation, and leadership development) to ensure long-term success and sustainability. Nevertheless, despite the proliferation of literature in both research streams in relation to FOW, challenges still remain such as ambiguity regarding definitions, the complexity of FOW, the effectiveness of application, and measuring impact and results. Further to this, tensions still exist in organisations who must choose between the different conflicting goals such as profit, people and planet that arise when approaching HRM from either a StHRM or SuHRM perspective (Collings, 2021).

Utilising a qualitative approach in the form of structured interviews with Senior Managers and Human Resource Professionals, this research hoped to identify the key issues that will emerge when organisations seek to pursue StHRM and SuHRM's and to address the challenges and tensions that exists when navigating conflicting goals. It also hoped that the research is able to

identify the enablers that are critical when selecting the HRM initiatives to pursue. Ultimately, the research intends to propose an integrative and generative HRM model that draws from both StHRM and SuHRM to future-proof organisations in navigating FoW.

1.3 Problem Statement

According to the National Economic Model for Malaysia 2011-2020 (*New Economic Model*, 2020), Malaysia will need to grow its people due to fierce competition for global talent in order to remove itself from the middle-income trap and achieve advanced economy status. As such, Malaysian corporates will need to consider how they can ensure their human resource strategies are able to achieve strategic sustainable corporate success, particularly so in emerging economies where talent scarcity is prevalent (*CIPD*, 2019). Such future-proofing is in line with Malaysia's Shared Prosperity Vision 2030, the Fifth Malaysia Plan, and the UN's Sustainable Development Goals (SDGs) that are all committed to developing sustainable growth for the nation through its workforce and the employment of its human capital (Jun 2019). The Fifth Malaysia Plan (12MP 2020-2025) and the country's Shared Prosperity Vision 2030 also seek to promote the nation's economic growth and accelerate human capital development for an advanced nation (*Economy Planning Unit*, 2021) to sustain Malaysia's competitiveness and sustainability (*Ministry of Science and Technology and Malaysian Science Academy*, 2020).

As a key dimension of Malaysia's talent landscape is its 'talent quotient' (attractiveness to talent internationally) and 'stickiness' of local talent, it is critical for Malaysia to remain attractive to the workforce (IMD, 2022). According to IMD's World Talent Ranking 2022 (a composite of three factors – investment and development, appeal, and readiness), Malaysia scores 45 out of 133, seeing a downward trend since 2015. This suggests that policies in place to attract, develop and retain talent need to be reassessed. With an estimated one million Malaysians working overseas, the cumulative human capital loss to the Malaysian economy is considerable (*The World Bank Annual Report 2015*, 2015). Brain drain, being an outcome of underlying factors in which individuals respond to push (disincentives) and pull (incentives) decision factors, means that Malaysia is still challenged by the 'grass-is-greener' push factor when attempting to retain and attract domestic and foreign talent and there is a need to attract the skills needed to fill the gaps to

provide the nation with comparative advantage by nurturing, elevating, and retaining domestic skills. In the recent World Economic Forum (WEF) in Davos, Switzerland, the International Trade, and Industry Ministry (MITI) said it targets to attract and retain foreign direct investments (FDI) by creating high-skilled jobs for Malaysians (Bernama, 2023).

However, government initiatives and policies are not enough. According to the Chartered Institute of Personnel and Development (CIPD) and Human Resource Development Corporation (HRDC), four (4) key agencies are responsible for future-proofing talent in Malaysia: the state, society, organisations, and individuals (CIPD, 2019). Both private corporations as well as MNCs are heavy investors in human resource development in Malaysia and are critical in developing the talent and skills, corporate policies, as well as investing in the technology and digitalisation. FDI is also drawn to countries and industries with highly skilled individuals, particularly a tech-savvy workforce. A deficient pool of highly skilled individuals will significantly shrink the country's potential to attract FDI and impact economic development. According to McKinsey (2021), the occupations that have the highest potential for remote work are Management (68% – 78%), Professional, Finance and insurance (76% – 86% of the time can be spent remotely), scientific and technical services (62% – 75%) and IT and telecommunications (58% – 69%) (McKinsey, 2021). As these sectors fall under TalentCorp's hard-to-fill Critical Occupation List, encouraging Malaysian corporates to adopt FOW policies such as remote work will help Malaysia corporates retain and manage high-quality human capital through future-proofed HRM strategies (Moroz, 2019).

To overcome the challenges of the FOW outlined above it is crucial to implement key HRM practices (Harney & Collings, 2021) to maintain performance and improve business resilience. Firms must connect their HRM practices with their strategic goals (Lepak et al., 2006; Jiang et al., 2012) to ensure that employees have the knowledge, abilities, and perspectives to foster creativity and performance and maintain a competitive edge as work evolves (Collings & Mellahi, 2009).

The employment of Strategic Human Resources Management (StHRM), defined as the pattern of planned human resource deployments and activities intended to enable an organisation

to achieve its goals (Wright & McMahan, 1992), can support organisations in navigating FoW. Workforce planning and analytics are essential tools for foreseeing future labour requirements and proactively addressing skill gaps (Dhanpat et al., 2020) to manage growing problems and opportunities. Suitable people must be attracted, developed, and retained, but organisations must also focus on building inclusive, resilient, and environmentally conscious work environments that align with shifting social values and expectations (Newman et al., 2016). When attempting to find solutions, businesses must also consider how they engage employees, shareholders, customers, and society. For instance, firms have adopted more flexible work schedules (Davidescu et al., 2020) and increased employee assistance due to the rising emphasis on work-life balance (Yadav, 2023) mental health (Zahoor et al., 2022) and wellbeing (Mariappanadar & Kramar, 2014). Some studies also focused on agility and adaptability as essential elements in predicting the "Future of Work" (Al-Famyi et al., 2014; Munteanu et al., 2020; Bundtzen & Hinrichs, 2021; Santana & Cobo, 2020). Agility, the capacity to react and adapt fast to changes, enables HRM to realign with altering organisational strategies in response to environmental changes, such as those witnessed during the COVID-19 epidemic (Arora & Suri, 2020). The necessity for businesses to adapt their methods to the evolving nature of work has also been highlighted in performance management research (Jiang et al., 2012; Aguinis et al., 2012) and how it may affect organisational success in the future of work (Davidescu et al., 2020; Lancker et al., 2022). This includes implementing continuous feedback, agile goal setting, and an emphasis on development.

On top of that, organisations may also actively prepare for the FOW by incorporating Sustainable Human Resource Management (SuHRM) into their company strategy to ensure that they positively contribute to the global effort to mitigate climate change (Davidescu et al., 2020) and solve social disparities in light of the growing awareness of environmental and social concerns (Ferdousi & Abedin, 2023). SuHRM helps to advance the UN's SDGs such as SDG 8 which ensures workforce readiness in a rapidly changing labour market; SDG 13 aligns with the anticipated growth in green jobs in response to climate change; and SDG 10 aids in addressing current social and economic disparities, ensuring equal opportunities for all in the transformed world of work (*United Nations, 2015*). As a result, using smart and sustainable HRM methods will be essential for overcoming current obstacles and navigating the changing labour market (Rosolen & Maclennan, 2016). Sustainable practices will help organisations navigate both organisational as

well as societal and environmental transitions. In terms of a talent war and labour shortages, SuHRM will be crucial in upskilling and reskilling the workforce, particularly in the face of automation as fifty percent of cumulative work hours in Malaysia are susceptible to automation by 2030. In addition, tackling environmental issues and fostering a culture of sustainability may help businesses attract talent and keep it as more workers look for companies that share their beliefs and dedication to social and environmental responsibility (Stahl et al., 2020). The relevance and value of SuHRM practices also go beyond organisational lines since they advance society. Organisations may significantly contribute to eradicating social injustice and stimulating economic growth by nurturing their workforce's wellbeing, diversity, and inclusion (Collings et al., 2021). Similarly, firms may support global initiatives to reduce climate change and save the planet for future generations by incorporating environmental sustainability into their HRM processes.

Hence, the relevance and value of StHRM and SuHRM practices cannot be denied in regard to FOW. They are diverse as they support societal advancement, employee wellbeing, and business success (Santana & Cobo, 2020; Chandrasekaran, 2021; Verma et al., 2023). Organisations that successfully employ these practices may better manage the increasing demands of the future of work and maintain a competitive advantage in the face of business challenges. Although there has been a body of research examining the effects of strategic and sustainable HRM practices on organisational performance (Davidescu et al., 2020; Mariappanadar & Kramar, 2014) and sustainability elements (Kainzbauer et al., 2021; Stahl et al., 2020; Kumar et al., 2020), there is still a lack of thorough knowledge of how these practices interact and affect an organisation's capacity to navigate the future of work.

1.4 Research Questions

Based on the challenges identified in the problem section, the key research question to be explored is: “How can Malaysian organisations future-proof their human resource management strategies?” This can be further broken down into the four research questions as detailed below:

Table 1.1 Research questions

1. What do HR professionals perceive as FOW's impact on their organisation?
2. How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?
3. How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals?
4. What role does leadership play in supporting HRM initiatives in the organisation?

1.5 Research Objectives

The objectives of this research in line with the four research questions posed above are captured below.

Table 1.2 Research objectives

1. To explore HR professionals' perceptions of the impact of Future of Work (FOW) on their organisations and its significance.
2. To investigate how HR professionals navigate the impact of FOW to ensure organisational success and sustainability.
3. To identify the challenges encountered by HR professionals as they draw on strategic and sustainable HRM policies, along with strategies employed to address these obstacles.
4. To assess the role of leadership in supporting HRM initiatives within organisations.

1.6 Significance

The significance of the research conducted have also impacted various categories as captured below.

1.6.1 Theoretical Contributions

The research contributed to the systematic research in the areas of both StHRM and SuHRM that is currently fragmented in FOW literature. The findings propose a more integrative HRM framework that draws from both research fields rather than merely focusing on one field. By thoroughly examining the existing research on StHRM and SuHRM practices and their implications for FOW, this dissertation offers insightful information to academics and practitioners to stay competitive and maintain long-term viability, confronting the difficulties that the changing nature of work has posed to HRM. These include creating a generative HRM framework that includes more inclusive, ecologically friendly operations, provides employee experiences, and manages skill shortfalls (Minbaeva, 2021; Babapour et al., 2021) as firms adjust their strategic and long-term HRM policies to the future of work and develop a resilient and adaptable workforce capable of surviving an increasingly complicated business climate (Claus, 2019).

The research also extended several concepts, frameworks, and theories, including that of generativity, emergence theory and growth theory by applying it to the context of HRM and FOW, areas that are currently not explored within the theories. It is hoped that the empirical research has expanded upon how the theories can be applied within the real world to bring practical solutions to organisations, leadership and HRM practitioners in terms of solving the complexity of FOW and the challenges and conflicting goals that StHRM and SuHRM pose when attempting to navigate FOW.

1.6.2 Practical Significance

It is hoped that the research can also contribute to developing a high-income country as the Generative HRM framework will allow the private sector in Malaysia to develop the right strategies when faced with competing objectives. It can also serve as a recommendation for corporations to add value to their workforce to ensure there is a continued “pull” incentive to work in Malaysia, reducing “brain drain” and highlight the success variables HR Professionals will need to look into to develop FOW HRM and Talent Strategy models. This will directly impact economic value at both micro and macro levels. Serve as research data for government policymakers e.g., Ministry of Human Resources and Ministry of International Trade and Industry when developing talent strategies and FDI initiatives for the nation.

The research is also able to contribute to achieving Sustainable Development Goals (SDGs), in particular SDG 3 (Good Health and Wellbeing) and SDG 8 (Decent Work and Economic Growth). It also supports Shared Prosperity Vision's Key Economic Growth Activities (KEGA 4: Industrial Revolution 4.0) and Malaysia's Human Capital Realignment as the new "The ASEAN HUB" (KEGA 5: ASEAN Hub). It also serves as a basis of Malaysian government agencies e.g., CIPD, HRDF, Talentcorp when deploying Talent Recruitment and Management strategies to Malaysian corporations to help them prepare for FOW. It also sought to provide a way forward in terms of Sustainable HRM practices which assess strategic decisions and practices based upon their sustainable value and contribution to individual and collective wellbeing rather than merely on profit. This means social sustainability takes precedence as the private sector moves away from focusing merely on economic gains towards measuring both the positive and negative impact their HRM policies have on society. It is also hoped that it contributes to the environment by addressing CSR and ESG policies as part of the by ensuring sustainable practices within the organisation e.g. Green HRM initiatives by looking at sustainable policies and goals that are able to support organisational resilience.

1.7. Definitions of Key Terms

For purposes of this research, I have defined the following terms as such:

1.7.1 Future of Work (FOW)

The Future of Work is a projection of what is expected to be the future of work, working, workers and the workplace in future years from the behavioural perspective of the different actors in society, and the influences of technological, socio-economic, political and demographic change on work (Lynn et al., 2022).

1.7.2. Strategic Human Resource Management (StHRM)

Strategic HRM strategies are a series of planned human resource activities and deployments designed to achieve an organisation's goals (Wright & McMahan, 2011) and improve organisational performance (Boxall, Purcell and Wright, 2007).

1.7.3. Sustainable Human Resource Management (SuHRM)

Sustainable HRM focuses on the long-term sustainability of both the organisation's internal and external stakeholder in regard to policies that support equity, learning and development and wellbeing to help support social and environmentally friendly practice (Cohen et al., 2012). Triple Bottom Line HRM focuses on profit, planet, people, while Common good HRM includes the fourth bottom line in adding purpose by using HRM competencies, skills, knowledge, and attitudes to solve "grand challenges" (Dyllick & Muff, 2016).

1.7.4. Generativity

Generativity is derived from the verb 'generate,' which means 'to produce or create' and contributes to organisational sustainability, promotes continuity and supports adaptive change (Slater, 2003). Generative leadership is based on complex and adaptive systems and fosters innovation and adaptation by sustaining generative relationships (Surie & Hazy, 2006; Lane and Maxfield, 1996). Generative capacity focuses on the creation of processes to attain a preferred future through multiple pathways by staying flexible to accommodate ever-changing environments so the organisation can adapt and remain resilient (Castillo & Trinh, 2019).

1.7.5. Growth Theory

The core strategic goal of all economies and many businesses continues to be the pursuit of ongoing economic growth, but such growth is at odds with sustainability concerns. A way forward would be to redefine firm-level growth as not merely economic but as primarily concerned with social-ecological flourishing. This can lead to multi-dexterity, resilience thinking for design, and inclusive balance (embeddedness) which are prerequisites for sustainable business strategies (Edwards, 2021).

1.7.6 Systems thinking

Systems thinking provides a holistic approach to understanding organisations by recognising them as complex, interconnected systems (Liao et al., 2023). This methodology enhances organisational adaptability by enabling proactive adaptations in response to changes in one area affecting others, as demonstrated in Sterman's system dynamics models (Sterman, 2018). Through this perspective, the organisations that accept complexity are able to deal with

uncertainty, develop learning and innovation that becomes an inevitable part of strategic HRM (Caldwell, 2012; Senge et al., 2015).

1.7.7 Emergence

Emergence is described as the natural inclination of agents in a social system, such as individuals, groups, or departments, to engage in intricate, dynamic interactions. These interactions involve exchanging information, taking actions, and continuously responding to feedback, leading to the creation of new order and ultimately system-level adaptation (Jennings & Dooley, 2007).

1.8. Organisation of the Thesis

This thesis consists of six chapters in total, excluding the references and appendices. The content of each chapter is briefly explained below.

Chapter One

This chapter highlights the background of the research and the problem that led to motivation to pursue the research, the significance of the research and the research questions, and objectives.

Chapter Two

This chapter provides a comprehensive discussion of the literature being reviewed in relation to FOW, the evolving role of HRM, the overlapping concepts and constraints of both StHRM and SuHRM drawing from academic literature, practitioners and management consultants. This chapter also explores the relevant theories associated with the construct such as systems thinking, emergence theory, growth theory and generativity theory. It also discusses a possible integrative framework and proposes a conceptual framework.

Chapter Three

This chapter details the methodological approach and research design used in the research including the sampling strategy, methods, instruments, data analysis techniques and ethical considerations.

Chapter Four

This chapter discusses the findings of the qualitative research in regard to Themes 1 and 2. It covers the results derived from the interviews, highlighting the emergence of the major theme/sub themes, and the overall result findings through in-depth discussion in regard to all the research questions.

Chapter Five

This chapter discusses the findings of the qualitative research in regard to Themes 3 and 4. It covers the results derived from the interviews, highlighting the emergence of the major theme/sub themes, and the overall result findings through in-depth discussion in regard to all the research questions.

Chapter Six

The final chapter of the thesis summarises research findings and sets to provide theoretical and practical contributions of the research. This chapter also concludes with limitations of the research and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1. Chapter Overview

In this chapter overview, the research will focus on the Future of Work (FOW), examining what Human Resource Management (HRM) entails and the different research streams such as StHRM and SuHRM and how they respond to FOW. It will also examine current research gaps and the evolving role of HRM in the face of FOW.

2.2. Future of Work

The Future of Work has transitioned from an ideological discussion to a core government policy and organizational strategy since the onset of the Covid-19 pandemic. The phenomenon is not new, but its current phase is being aptly described with unprecedented example of technological advancement, shifts in socio-economics, and demographic transformations that are radically redefining the way work gets done (Lynn et al., 2022). At its most basic, the Future of Work is "a projection of what is expected to be the future of work, working, workers and the workplace in future years from the behavioural perspective of the different actors in society, and the influences of technological, socio-economic, political and demographic change on work" (Lynn et al., 2022). Recognised not merely as an academic discourse either, FoW now plays a central role in government policy. Within the European Union, FoW plays a central role in the updated European Industrial Strategy and the European Pillar of Social Rights Action Plan and is a field of action for the European Research Area and its policy agenda (European Commission, 2022) with the European Commission investing c. €1.9 billion in research and innovation, economic competitiveness and social protection measures.

Several prominent megatrends are driving the transformation of work, including revolutionary technological innovations such as Generative AI and VR which has not only reshaped job characteristics but also redefined the skill sets essential for thriving in the professional landscape (Mefi & Asoba, 2020; International Labour Office, 2018). The World Economic Forum (2020) states, the combination of automation and recession causes a double-negative aggregate impact on workers, with the speed of job creation shrinking while that of job destruction increases.

It is this technological dimension of the transformation that goes beyond automation to a transformation in the very way knowledge is created, exchanged, and applied. With globalization, organizations and work have broadened in scope internationally, creating a great demographic, experience, origins, qualification and skillset diversity amidst the work force (McKinsey Global Institute, 2017). However, FOW emerges not solely from technological advancements but also from diverse factors such as climate fluctuations, demographic transitions, and socioeconomic inequalities. Concurrently, demographic shifts have reconfigured work dynamics and labour markets (Jobs Queensland, 2019). The interconnectedness of economies and globalisation's talent competition demand more flexible, geographically diverse workforces. Consequently, organisations and their Human Resource Management (HRM) processes confront a spectrum of possibilities and challenges, reshaping the workplace landscape.

It is therefore expected that FoW is of interest to academic research. However, it is a field that presents a number of key challenges for researchers and practitioners. Some of the challenges include a significant debate among academics, scholars, and policymakers as no commonly accepted vision on the future of work has yet to be ascertained. On top of this, uncertainty around what to expect from current developments remains, and observers regularly fall prey to bouts of either optimistic or pessimistic views on the future of work (ILO, 2018). Neither is there an agreement as to the key drivers that will influence future jobs and wages. The complexity and nonlinearities of human behaviour also render the probability of predicting future trends low (Chen et al, 2003). Because the descriptive laws of human society are weakly deterministic, the information necessary to predict an improved future is highly dispersed among public and private actors, many of whom do not even recognize the very concepts of public consumer value and intra-organizational value. Further to this, as noted by Mitchell et al. (2022), while existing research can be categorized into four key streams such as workplace relations, workplace change, diversity, and personal skills, a lack of integration across these domains remains leading to a siloed approach when trying to make sense of the interconnected nature of future work challenges. Concerns around measuring the effectiveness of HRM practices needs to be also taken into consideration when addressing the uniqueness of different environments (Yu et al., 2021; Alsibly & Alzubi, 2022) and contextual factors such as culture, industry and organizational size.

At present, the Malaysian government too understands the importance of FoW and does not lack initiatives to prepare Malaysia for it. According to the Shared Prosperity Vision 2020, Malaysia seeks to develop continuous prosperity through sustainable and resilient economic growth. This can be achieved through the creation of high-paying jobs, increased labour participation, increased skilled workers and effective workforce. There is also a need for a learning society that places primacy on lifelong learning to develop generations of skilled workers based on future industry needs to ensure the rakyat is able to adapt and dominate the future economy (Jun 2019). The Fifth Malaysia Plan also seeks to ensure economic recovery and “rebuild the economy to achieve prosperity, inclusivity and sustainability” in alignment with the Sustainable Development Goals (SDGs) by developing highly skilled talent. The 4IR National Policy and Malaysia’s Digital Economy Blueprint is also set to take advantage of 4IR to increase labour productivity in Malaysia by 30 per cent, focusing mainly on the transformation of the people and talent development as key trends (*Malaysia’s Digital Economy Blueprint*, 2021). This aligns with a Madani Nation that seeks to ensure that development goes hand in hand with the interests and wellbeing of the people.

Ultimately, both governments and businesses must adapt to the future of work and learn how to move with speed and agility and must therefore rethink, reimagine and reconsider the different ways in which they can foster talent, deliver services and strengthen their organisations through a forward-thinking HR strategy to spearhead the reinvention of organisations for a better future of work (Chandrasekaran, 2021).

2.2.1 Megatrends Shaping the Future of Work

A myriad of literature has identified several key megatrends shaping FOW. Notably, Industry 4.0, synonymous with artificial intelligence, digitalisation, Internet of Things (IoT), big data analytics, and cybersecurity, has profound implications for individuals, processes, and organisations (Tortorella & Fettermann, 2017). The advent of Industry 4.0 forecasts that approximately 60% of all occupations could witness at least 30% automation of their activities, precipitating structural shifts in job typologies. Moreover, organisations anticipate a skills deficit, with nearly nine out of ten executives acknowledging either existing skill shortages or anticipating

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them within the next half-decade (McKinsey, 2022). Projections indicate that AI and robotics will necessitate an 85% overhaul of workforce skill sets by 2030 (Margherita, 2021). Already, AI serves as knowledge support for about 40% of internationally active companies' HR functions (Margherita, 2021). Studies show that in the Fourth Industrial Revolution (4IR), there is an increasing integration of AI, robotics and advanced engineering to enhance efficiency and interconnectedness (Pypenko & Melnyk, 2021; Brennen & Kreiss, 2016; Goldberg, 2012). The evolving landscape of HR roles underscores the emergence of positions like Algorithm Bias Officer and Human-Machine Teaming Manager by 2030, focusing on human-machine interactions (Meister, 2021).

The adoption of these technologies in the workplace has spurred the adoption of remote and hybrid work highlighting it as an important FOW trend. This combines office and remote work to boost work-life balance and employee autonomy (Wilmot et al., 2014; Hopkins & Bardeel, 2023; Neeley, 2021; Santana & Cobo, 2020). McKinsey's (2022) report indicates a four-year acceleration in digital technology adoption across Asia, with digital interactions surging to 53%, up from 22% pre-pandemic (McKinsey, 2022). Consequently, remote and hybrid work arrangements, task and job deconstruction, flexible working relations, and open workplaces have become the new norm. Notably, up to 63% of high-growth companies embrace a "productivity anywhere" ethos, facilitating remote and hybrid work setups (Accenture, 2023).

Moreover, these technological advancements have facilitated the swift expansion of the gig economy, marked by a burgeoning freelance workforce, with Malaysia's gig economy constituting 26% of its labour force (EMIR Research, 2020). Gig work incorporates autonomous service work enabled by internet connectivity (Schultz, 2020; De Stefano, 2016; Ren & Jackson, 2020). As a result, the dynamics of employer-employee contracts are undergoing a paradigm shift, propelled by the proliferation of gig work (Dhanpat et al., 2020).

Diversity, equity, inclusion and belonging (DEIB) represents another global megatrend reshaping FOW, propelled by an ageing global populace necessitating organisations to prioritise sustainable workforce employability (Ybema et al., 2017; Pfeffer, 2010). It promotes equality, addresses biases and ensures inclusive success (Urlick et al., 2017; Soler, 2023; Hui, 2008).

Malaysia, transitioning into an "ageing society," faces similar demographic shifts, with the population above 65 projected to reach 14% by 2040 (World Economic Forum Annual Meeting, 2017). However, diversity also presents opportunities for organisations to cultivate inclusive, equitable work environments, fostering creativity and problem-solving capabilities (Kainzbauer, Rungruang & Hallinger, 2021).

Recent studies underscore the correlation between employee engagement and organisational outcomes, including enhanced productivity, creativity, and retention (Almarzooqi et al., 2019; Saks, 2022; Straus et al., 2023; Santana & Cobo, 2020; Dabić et al., 2023; Harney & Collings, 2021; Bush, 2020). Therefore, prioritising employee happiness and wellbeing emerges as a future trend, promoting greater engagement, output, and retention (Singh et al., 2022). Concurrently, concerns regarding individuals' health, safety, and Wellbeing in the workplace assume paramount importance (Correa, 2019; Petcu et al., 2023; Sorensen et al., 2021).

Lastly, research on the future trends highlights escalating concerns regarding climate action failure, extreme weather events, and biodiversity loss underscore the imperative for global efforts to mitigate climate change and address social disparities (Davidescu et al., 2020; Ferdousi & Abedin, 2023; Li et al., 2021; Pawelle & Francoeur, 2022). These challenges highlight the pressing need for sustainable practices to safeguard ecosystems, natural capital, and economic activities, averting significant financial losses and impact to the community.

2.3 Introduction to Strategic Human Resource Management and the Future of Work

The key dominant HRM model in the past has been that of Strategic HRM (StHRM) defined as 'the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals' (Wright & McMahan, 2011). Since then, StHRM research has focused on HR practices and firm performance relationships (Huselid, 2017) or the impact of the enablers between the two (Boxall, 2018).

However, over time, StHRM has had four waves of evolution, moving from a purely administrative role to designing innovative human resource practices like compensation or rewards, sourcing, learning, and communication. There has also been a shift to more strategic roles,

connecting the individual and integrated human resource practices with business goals. Recent HR practices have responded to external business conditions and stakeholder expectations, focusing on building a high-performance culture, ensuring a talented, skilled and engaged workforce, creating a positive employment relationship and providing an ethical approach to people management (Armstrong, 2020). The recent Covid-19 pandemic and the confluence of FOW mega-trends has also led to further HR evolution (Harney & Collings, 2021), shifting its previous myopic nature (Crane & Matten, 2020; Hitt et al., 2020) and legacy mind-set to become more “technology-driven, data-driven, ethically driven, change driven, business-driven, human-machine collaboration and resilient” (Minbaeva, 2021).

To date, StHRM has responded to the onset of FOW by focusing on telework, discrimination, technological change and skills (between 1998 to 2008); migrant and older workers, electronic human resource management (e-HRM), wage inequality, talent management, job satisfaction and innovation (between 2009 -2014); and organisational commitment, older workers and corporate social responsibility (CSR) (between 2015 – 2019) (Santana & Cobo, 2020). Of the above, the most significant motor theme that has emerged post-Covid is that in the aspect of talent management with researchers calling for HRM to respond to FOW challenges by attracting, managing and retaining talent in a way that leads to strategic sustainable corporate success (Collings & Mellahi, 2009), particularly so in emerging economies like Malaysia where talent scarcity is prevalent (Glaister et al., 2018).

Hence, it is critical for the human resource (HR) role to evolve, adapt, adjust (Thomas et al., 2020) and improve HR capabilities, performance and service offerings (DiRomualdo et al., 2018) in the face of FOW. The table below captures some of the key relationships between StHRM and FOW such as rapid technology breakthroughs, changing demographics, changing employee expectations (Minbaeva, 2021), workforce planning, talent acquisition and retention, learning and development, performance management, compensation and benefits, employee relations, and organisational culture.

Table 2.1. Relationship between Strategic HRM and the Future of Work

Components of Strategic HRM	FOW Megatrends	Relationship with Future of Work	Cited Sources
Workforce Planning	<ul style="list-style-type: none"> - Demographic shifts - Skill gaps - Remote work 	<ul style="list-style-type: none"> - Aligning workforce size and skills with future needs - Adapting to remote work models 	(Davidescu et al., 2020; Minbaeva, 2021)
Talent Acquisition and Retention	<ul style="list-style-type: none"> - Gig economy - Employee expectations 	<ul style="list-style-type: none"> - Attracting and retaining talent in a competitive market - Addressing employee preferences and values 	(Claus, 2019; Franca et al., 2023)
Learning and Development	<ul style="list-style-type: none"> - Upskilling - Reskilling - Competency development 	<ul style="list-style-type: none"> - Preparing employees for new technologies - Encouraging continuous learning and development - Building human capital competencies to meet FOW 	(Chandrasekaran, 2021; Singh et al., 2022; Flores, Xu and Lu, 2020)
Performance Management	<ul style="list-style-type: none"> - Data-driven decision-making - Employee feedback 	<ul style="list-style-type: none"> - Utilising data to improve performance - Encouraging open communication and feedback 	(Bankins et al., 2022; Davidescu, 2020; Frost et al., 2018)
Compensation and Benefits	<ul style="list-style-type: none"> - Fair pay - Work-life balance 	<ul style="list-style-type: none"> - Ensuring competitive pay and benefits - Supporting work-life balance initiatives 	(Dabić et al., 2023; Santana & Cobo, 2020; Kipper et al., 2021)
Employee Relations	<ul style="list-style-type: none"> - Diversity & inclusion - Employee Wellbeing 	<ul style="list-style-type: none"> - Fostering a diverse and inclusive work environment - Prioritising employee health and Wellbeing 	(Schultz, 2021) (Santana & Cobo, 2020; Davidescu, 2020)
Agility and sustainability	<ul style="list-style-type: none"> - Agile culture - Sustainability 	<ul style="list-style-type: none"> - Promoting adaptability and innovation - Integrating sustainability principles in business practices 	(Dabić et al., 2023; Schultz, 2021; Chandrasekaran, 2021) (Boxall & Huo, 2022; Cook, Dickmann & Perry, 2022)

2.3.1 Workforce planning

In regard to workforce planning, organisations must have a forward-thinking mindset when planning their workforces in the context of the future of work and consider various variables that may affect their requirements for human capital (Flores, Xu & Lu, 2020). These variables include adopting cutting-edge technology like automation, AI, and robotics, resulting in new job positions and obliterating others (Minbaeva, 2021). StHRM must consider these developments when creating workforce plans and ensure that workers have the skills to adapt to changing job requirements (Collings et al., 2021). Additionally, workforce planning needs to account for demographic shifts including the retirement of the baby boomer generation and the growing number of millennials and Generation Z workers (Lin & Wang, 2022). In order to meet the specific requirements and expectations of various generations, firms will need to embrace new strategies for employee engagement, communication, and growth. Additionally, the growth of gig economies, flexible work schedules, and remote employment has changed how businesses organise their workforces (Meijerink & Keegan, 2019). These new alternative work patterns must now be considered when organising the workforce. The best combination of full-time, part-time, contract, and freelance employees must be determined to satisfy the organisation's strategic goals while preserving flexibility and agility (Cooke, Dickmann & Parry, 2022).

2.3.2 Talent acquisition and retention

To attract and keep qualified workers in a highly competitive environment, companies need to change their strategies for talent acquisition and retention in the future of work (Cumming, Wood & Zahra, 2020). Organisations must actively express their value proposition, culture, and purpose to attract talent that aligns with their organisational goals in light of the growing relevance of employer branding (Ren, Tang & Jackson, 2020). Due to the use of cutting-edge technologies like artificial intelligence, machine learning, and data analytics, enterprises can now more precisely identify applicants, forecast their job performance, and expedite the recruiting process (Franca et al., 2023). StHRM must also keep up with these technological developments and use them to strengthen their efforts at talent acquisition. As employees want more flexibility, work-life balance, and possibilities for personal and professional growth, it becomes harder to keep top talent on staff (Babapour et al., 2021). Organisations must create thorough employee value propositions that include competitive pay and benefits and intangible elements like career advancement,

recognition, and a nice work environment to meet these needs and to ensure the employee experience where technology, physical environment, and culture are integrated (Ballantyne et al., 2017).

2.3.3 Learning and development

For employees to succeed in their professions and adapt to the quickly shifting corporate environment, learning and development (L&D) will be crucial in the FOW (Alabri et al., 2022). StHRM must place a high priority on L&D by funding a variety of training initiatives, such as those that enhance technical, soft, and leadership skills (Mikołajczyk, 2022). Additionally, businesses must promote a culture of continuous learning by empowering staff to take charge of their professional growth and giving them the necessary tools and assistance. This can be accomplished by offering mentorship opportunities, knowledge-sharing projects, and chances for staff members to work on cross-functional projects that enhance their skill sets. In the future of work, technology utilisation in L&D will likewise become more crucial (Vanka & Singh, 2020). To provide individualised, on-demand learning experiences tailored to specific employees' needs, organisations must use digital platforms like e-learning, virtual reality, and online collaboration tools (Straus et al., 2023). Organisations may improve the efficiency of their training activities and better equip their staff for future challenges by integrating technology into L&D initiatives.

There has also been a call for upskilling and reskilling. Reskilling occurs when people learn a new skill in order to perform a different job or provide guidance to others to do the job; while 'upskilling' is that of learning a new skill or training others with such skills (Wahab et al., 2021). Redeployment occurs when conventional jobs become redundant (Sima et al. 2020). According to Kuchciak and Warwas (2021), this is particularly important in the banking industry as an organisation's human capital has more impact on profitability compared to any other components of intellectual capital (structural capital, and physical capital) Meles et al. (2016), proving that to achieve a competitive edge, banks must invest in their human capital (Mohapara et al., 2019). Flores, Xu and Lu (2020) have also argued that 4IR is imposing a paradigm-shift towards organisation structures and human roles and activities (Plonka, 1997) and as such requires a Human Capital 4.0 that proposes a human-focused perspective in which human factors are to be prioritised in this revolutionary shift. This means upgrading the human workforce by building a

typology of competencies to meet the challenges of 4IR which include the soft workforce, hard workforce, cognitive workforce, emotionally intelligent workforce and digital workforce that need to be upgraded to meet FOW needs.

Organisations have faced challenges in retaining good employees due to market competition and talent scarcity, thereby forcing leaders to improve their human resource strategies. Organisations often source exclusive talent development instead of nurturing talent inclusively whereby exclusive refers to organisations' tendency to hire top talents outside their organisation when needs arise, or if they have to look for candidates within the organisation, they only identify performers within their elite pool are selected. Literature suggests that inclusive talent development (i.e., career development via training for all employees regardless of individual performance) can complement management for employee retention (Kaliannan et al., 2023).

2.3.4 Performance management

Performance management systems must change in the face of FOW to suit new working practices including remote work, flexible work schedules, and different team configurations (Davidescu et al., 2020). Traditional approaches to performance management, which frequently rely on annual evaluations and inflexible goal-setting procedures, might no longer be appropriate in a workplace that is changing quickly. Alternatively, businesses should implement more flexible and continuous performance management techniques, like real-time feedback, frequent check-ins, and target revisions depending on shifting business goals (Verma et al., 2023). Additionally, a wider range of performance indicators should be included in performance management systems, such as collaboration, innovation, and flexibility, which are essential for success in the future of work (Aguinis et al., 2012). StHRM can help ensure that employees are prepared to manage the challenges and possibilities given by the future workplace by matching performance measures with the skills and behaviours necessary for the organisation's long-term success (Collings et al., 2021).

2.3.5 Compensation and benefits

To recruit and retain top talent in a cutthroat labour market, compensation and benefits policies must change as the nature of work changes (Wright & McMahan, 2011). Organisations should consider providing non-traditional benefits that cater to employees' particular needs and

preferences, such as flexible work arrangements, remote work options, wellness programs, competitive base salaries, and performance-based incentives. Additionally, firms must reconsider how they offer benefits to non-traditional workers like freelancers and contractors in light of the growth of the gig economy and alternative work arrangements (Connelly et al., 2021). Organisations may better recruit and keep top talent in the workforce in the future by providing creative salary and benefits packages that meet the different needs of their workforce.

2.3.6 Employee relations

Employee relations become increasingly important as businesses depend more on diverse, scattered, and multigenerational teams (Aust et al., 2020). Organisations must adopt new communication and collaboration tools, promote inclusivity, and invest in efforts that generate a sense of belonging and participation among all employees to maintain healthy employee relations (Dundon et al., 2022). Organisations will be better able to negotiate the difficulties and uncertainties of the future of work if they retain excellent employee interactions.

2.3.7 Agility and sustainability cultures

Due to the FOW's volatility, firms must emphasise agility to promptly respond to shifting market circumstances, new technologies, and consumer preferences. Generally organisational culture influences firms in adapting the FOW because it affects employee engagement, performance, and retention (Vanka & Singh, 2020). Organisations must modify their cultures to enable innovation, collaboration, and agility as the future of work changes how work is done. To create and maintain an organisational culture that welcomes change, encourages continuous learning, and values diversity and inclusion, organisations may better prepare for the challenges of the future of work and develop durable competitive advantages by fostering a healthy organisational culture that promotes new ideas, teamwork, and values ongoing education helps workers adapt to unique circumstances and make meaningful contributions to the company's success (Moher et al., 2019). When businesses encounter disruptive pressures, they must create lasting competitive advantages and ensure their long-term existence. A resilient workforce that can successfully manage the FOW problems may be built when firms include sustainable practices in their HRM strategy, such as fostering diversity and inclusion.

2.3.8 Human Resource Stack

Hence, there has been a shift in recent years that calls for “a new breed of talent management practitioners” to reinvent their existing talent management practices in a sustainable way (Claus, 2019). This means including other management frameworks or HR stacks such as design thinking, agile management, behavioural economics and analytics to augment HR competencies. Such reengineering of existing talent management could therefore benefit from other disciplines whereby a stack of knowledge and skills is borrowed and applied to talent management. This can be a collection of technologies and solutions that can be used to manage the people processes across an organisation (Gorman, 2015) such as that of design thinking (strategy); behavioural economics (at the intersection of psychology and economics); agile management (project management); and analytics (data analysis and management sciences). These practices allow for agile, tailored solutions by experimenting, reengineering, and testing solutions that meet stakeholder needs. Additionally, organisations can also incorporate human resource outsourcing which is commonly defined as externalising HR activities previously performed in-house (Sim et al., 2021).

Overall, many different facets of HRM practices are involved in the interaction between StHRM and the future of work. Organisations must modify their HRM strategies as the nature of work changes to ensure they can find, keep, and develop the talent required for long-term success. StHRM can be a key driver of organisational success and sustainability in a rapidly changing business environment by integrating workforce planning, talent acquisition and retention, learning and development, performance management, compensation and benefits, employee relations, and organisational culture with FOW.

2.4 Introduction to Sustainable Human Resource Management and the Future of Work

To effectively address the “Grand Challenges” of my time (Doh, Budhwar & Wood, 2021), the UN’s “2030 Agenda for sustainable development” consisting of 17 SDGs, has come to the fore (Chams & García-Blandón, 2019). ‘Human centred’ HRM has also been developed by The International Labour Organisation to support the achievement of the SDGs (Cooke et al., 2022). The Sustainable HRM (SuHRM) agenda is therefore deemed as one concerned with both sustainable value and contribution at the individual and collective level (Pfeffer, 2010; Lopez-Cabrales & Valle-Cabrera, 2020). Building on StHRM, SuHRM combined seeks to achieve “positive economic, social, human and environmental outcomes simultaneously” (Kramar, 2014) as sustainability has become a key concern in FOW (Ren & Jackson, 2020; Mukhty et al., 2022).

Similarly, to the talent management literature above, SuHRM can also be analysed on a macro/meso/micro level (Kainzbauer et al., 2021). On a macro level, environmental, social, human, and economic sustainability of society is explored such as through that of ‘common good HRM’ that calls for the contribution to the collective interests of society (Zahoor et al., 2022). On a meso level of analysis, the sustainability of organisations and their subsystems become the focus. At the individual level of analysis, the individual (e.g., employee) becomes the focus (Mariappanadar & Kramar, 2014; Al-Famyi et al., 2014). As such, over the past fifteen years or so, SuHRM has evolved into several key models such as Socially Responsible HRM, Green HRM, Triple Bottom Line HRM and Common-Good HRM, replacing the most dominant approach to HRM in the last thirty years, that of StHRM (Kramer, 2014). Organisations are defining success in more sustainable and not just financial criteria (O’Higgins & Zsolnai, 2017) and a multidimensional SuHRM model is emerging (Ehnert et al., 2014), whereby social capital is deemed as valuable as economic capital through “people-management practices that take the development of social, environmental and human capital into account” (Pinzone et al., 2016). Table 2.3 below (Aust et al., 2020), a SuHRM typology is described that extends upon Dyllick & Muff’s which distinguished between an inside-out perspective where the “focus on the business itself” and an outside-in perspective whereby “society and the sustainability challenges it is facing” (Dyllick & Muff, 2016).

Table 2.2 A classification of Sustainable HRM Types (Aust, et al. 2020)

Sustainable HRM types	Organisational perspective (purpose)	Sustainable HRM inputs (what key concerns?)	Sustainable HRM processes (how?)	Sustainable HRM outputs (what values and resources are created?)
Type 1 Socially responsible HRM	Inside-out, i.e., economic and social purpose (the latter as long as it serves the economic purpose)	Creating an awareness of the impact of business on people beyond organisational boundaries and present time frames.	Socially responsible HR behaviour practices, strategies and culture, e.g., health and Wellbeing initiatives.	Economic and social values, e.g., enhanced organisational social reputation, and employer attractiveness.
Type 2 Green HRM	Inside-out, i.e., economic and environmental purpose (the latter as long as it serves the economic purpose)	Using HRM to enable Green values across an organisation, implementing Green workplace practices.	Green HR behaviour, practices, strategies and culture e.g., green recruitment, green awareness training, and green rewards.	Economic and ecological values e.g., growing employee engagement with reduced carbon footprint.
Type 3 Triple Bottom Line HRM	Inside-out, i.e., economic, environmental and social purpose (the latter two as long as it serves the economic purpose)	Uses HRM competencies, skills, knowledge and attitudes to create a win-win situation	Behaviour, practices, strategies, culture etc, enabling contributions to CS and to perform HRM sustainably.	Triple Bottom Line, Quadruple Bottom Line, e.g., cross-generational (green) management secures the transfer of knowledge and skills to future generations (economic sustainability) and enhances older workers self-esteem and wellbeing (social sustainability).
Type 4 Common Good HRM	Outside-in	Uses HRM competencies, skills, knowledge and attitudes to contribute to the common goal and to help in solving “grand challenges”.	HR practices and behaviour involving common good values, e.g., trustful employment relationships.	Social and Ecological Sustainable Development Impact, e.g., decent working conditions in supply chains, employment creation, economic democracy.

The TBL model proposed by Genari and Macke below (Genari & Macke, 2022) proposes an “inside-out” model and proposes the overlap of three key principles: environmental integrity; social equity; and economic prosperity (Slawinski & Bansal, 2005). However, this model will inherently have “sustainability tensions” (Ehnert et al., 2013; Ren & Jackson, 2019) as well as competition, ambiguity and conflict (Bushe, 2019).

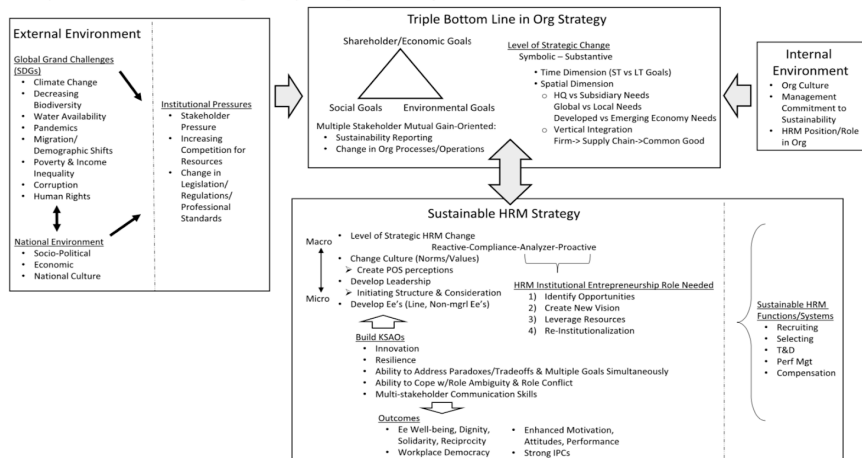


Figure. 2.1. Genari & Macke's (2022) Integrative Framework for SuHRM.

2.4.1 Triple Bottom Line Human Resource Management

Triple Bottom Line (TBL) Human Resource Management (HRM) integrates the principles of sustainable development into HR practices by focusing on three key pillars: people, planet, and profit. Traditionally, HRM has centred on the financial performance of organisations, but TBL HRM expands this by emphasising social and environmental responsibility alongside profitability (Lopez-Cabrales & Valle-Cabrera, 2019). This approach ensures that HR policies and strategies contribute to the wellbeing of employees (people), minimise the ecological footprint of the organisation (planet), and achieve economic sustainability (profit). TBL HRM encourages

practices like promoting diversity, fostering employee wellbeing, reducing workplace environmental impact, and supporting community engagement, which align with the broader goals of corporate sustainability.

2.4.1.1 People

Human capital is an organisation's lifeblood. Businesses cannot function without their employees, clients, and supply chain partners. The previously extensively explored interconnectedness of business and society is a necessary part of an enterprise's everyday operations, and no business can reject it and continue to operate (Porter & Kramer, 2006). Therefore, social development and economic expansion must coexist. People focuses on customer centricity, social equity and fair treatment of employees and the community (Baumgartner, 2010; Hernik, 2014; Balina, 2016; Hernik & Mingus-Vera, 2016). A company that upholds the TBL principle is one that won't take advantage of others, pays its workers fairly and treats them well, and ensures that its subcontractors follow the same guidelines. For example, it has been repeatedly revealed that the American apparel retailer The Gap, Inc. was ignorant that minors were producing its goods in a subcontractor's factory that did not adhere to fire safety laws (Muthu, 2017). A business that claims to be socially conscious cannot allow it to occur.

Community, employees and consumers are three aspects of human responsibility. This also extends to suppliers and the government. Customers nowadays would rather purchase goods from a business that cares about them (Uddin et al., 2008). The concept of a 'New Consumer,' as proposed by Gołaszewska-Kaczan (2009), is characterised by their independence, desire for authenticity, individualism, and above all, their knowledge. Because they can easily obtain a vast amount of information about the product they intend to purchase via the Internet, today's consumers are able to compare products and even manufacturers before making a deliberate choice. The "New Consumer" seeks better rather than more; they desire higher standards of life and greater quality. 'New Consumer' is a critic as a result. He or she wants proof that the products were made in a socially responsible manner and has an opinion about the company's policies. A poor online review written by a "New Consumer" can instantly find eager recipients, lead to a boycott of the company, and ruin its reputation. Because of this, a well-designed value for money is a crucial factor that frequently determines whether a product succeeds or fails. Consumers

anticipate high standards of quality along with attentive after-sale support and conspicuous service during transactions. Tending to all customers' needs is a potential driver of profitability (Gołaszewska-Kaczan, 2009). Responsibilities to employees provide another facet of TBL's social component. People benefit from employment, but it is insufficient. Businesses are responsible for ensuring that all safety precautions are followed. They may also design the most effective motivational system and offer employees the chance to achieve self-realisation through education and training programmes. Unbiased care, regardless of age, gender, or any other distinction, is crucial. According to Wiczorek-Szymańska (2017), diversity management enables the establishment of an atmosphere in the workplace that facilitates the utilisation of the workforce's unique competencies. The range of instruments to achieve it is wide, from flexible working hours, working from home to job sharing for leadership roles (Maj, 2017). Indeed, diversity can only improve the situation of the company, as various employees with various backgrounds bring a fresh look to the company that can result in advanced growth. The outcomes of increasing diversity of managing boards may be used as an example to support such an observation (Hernik, 2014, Balina, 2016; Hernik & Minguez-Vera, 2016, Hernik & Minguez-Vera, 2017). Table 2.2 captures the responsibility to various stakeholder types as organisations focus on people

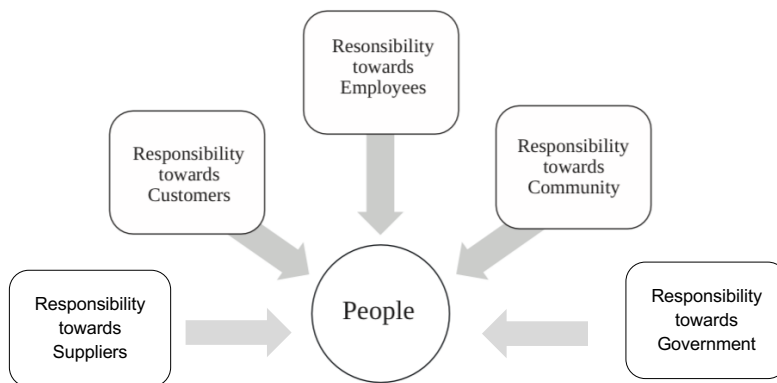


Figure 2.2. Aspects of social responsibility (Uddin et al., 2008).

The people aspect prioritises the wellbeing of both the present and the next generation. Organisations concentrate on lowering social inequality in order to provide a high standard of living. It has also been found that happiness in the workplace is an important factor with antecedents being meaningful work, work autonomy, transformational leadership, workplace friendship and work life balance (Yap et al., 2020). When the formal and informal systems, relationships, processes, and structures actively support the ability of present and future generations to build liveable and healthy communities, social sustainability takes place. Communities that are socially sustainable offer a high standard of living and are democratic, diverse, equitable, and connected (Kumar et al., 2020). People also include the company's external social strategy orientation, which is focused on creating value for its major stakeholders in the supply chain and larger society, and its internal social strategy orientation, which protects employees' health, safety, and human rights, their participation in decision-making, and the protection of customer information (Baumgartner, 2010). The social responsibility indicators for sustainable HRM are shown in Table 2.3.

Table 2.3. Social responsibility indicators of sustainable human resource management

Indicators	Cited Sources
Employee development	Pawellé & Francoeur (2022) Stahl et al. (2020)
The availability of career opportunities	Chan & Lee (2007) Tooranloo et al. (2017)
Employee health and Wellbeing	Pawellé & Francoeur (2022) Stahl et al. (2020)
Equal opportunities and organisational justice	Pawellé & Francoeur (2022) Stahl et al. (2020)
Social justice	Dempsey et al. (2011) Tooranloo et al. (2017)
Social sustainability	Dempsey et al. (2011) Tooranloo et al. (2017)
Corporate social responsibility	Hui (2008) Tooranloo et al. (2017)

2.4.1.2 Profit

Profit is a necessary requirement that allows a company to grow. Profit pertains to economic gains achieved by the organisation. It emphasises sustainable revenue generation and financial health while considering long-term value rather than just short-term gains (Kumar et al., 2019; Love & Gunasekaran, 1997; Jabbour & Santos, 2010). The profit portion of TBL has not been discussed frequently in recent years, as it is widely assumed that it is well-intended, as most managers do not require a reminder to provide value to their shareholders. Socially responsible businesses can be profitable and cost-effective in the long run. As a result, a company that follows that rule is more likely to avoid negative social consequences while enhancing positive social outcomes. Furthermore, completing that task may entice the company to expand further (Książak & Fischbach, 2018). Examples of indicators for overall economic success are GDP and Purchasing Power Parity (PPP). Companies' efforts to raise the standard of living are reflected in their expansion. Positive social change is linked to business success. Cooperation with stakeholders is also important because, thanks to transparency and open reporting, stakeholders can see the company's work and decide whether it is consistent with their own beliefs (Uddin et al., 2008). Aspects of economic responsibility (Uddin et al., 2008) are presented in Figure 2.3.

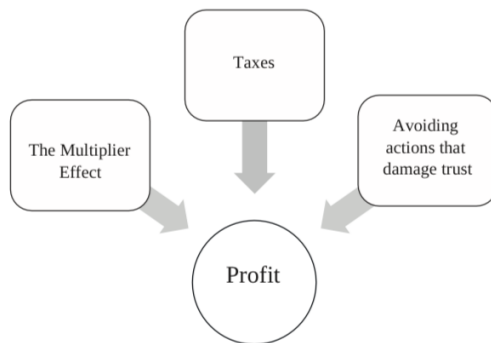


Figure 2.3. Aspects of economic responsibility (Uddin et al., 2008).

Uddin et al. (2008) processes the economic dimension in three aspects. The first is the multiplier effect that is especially far-reaching when a vast amount of people in the area work for the company. The point is to consider the impact the business has on its stakeholders, therefore local communities, employees, NGOs, customers and suppliers. The higher economic performance

of the company, the higher the salaries, which are spent on products and taxes. The contribution made by taxes is the second facet of the economic dimension. Greater profits translate into more equitable taxes for the government, which can then be used to support its citizens and address the most pressing social issues. Corporations are the primary taxpayers on a local level. They can view taxes as contributions to society instead of an expense. This, in turn, would mean that tax avoidance could cause a negative impact on the society as businesses are not willing to share their success.

Staying away from any action that betrays trust is the final aspect of economic responsibility. This relates to the business's operating licence. Once damaged, a company's reputation is very hard to rebuild. Nestlé's infant formula controversy in developing nations in the 1970s is still remembered by many. Actions taken by a company that may undermine people's trust in the company should be replaced with those that foster trust. The most apparent instance is bribery and corruption, which, once they are exposed, can permanently damage a company's reputation.

Profit is associated with cost reduction, saving valuable resources for future generations, and better management of resources (Munasinghe, 1993; Kumar et al., 2019). SuHRM treats sustainability as a mutual benefit for all stakeholders' groups and as a contribution to long economic sustainability. According to Kumar et al. (2018) sustainability is the modality of development that enables economic and social progress, without destroying their environmental resources while making ethically acceptable, morally fair, socially and economically sound developments. Profit also involves a firm's active engagement and consideration of sustainability matters in financial plans/decisions and markets (Emamisaleh et al., 2017). Table 2.4 represents the economic responsibility indicators of sustainable HRM.

Table 2.4 Economic responsibility indicators of sustainable human resource management

Indicators	Cited Sources
HR efficiency	Youndt et al. (1996) Tooranloo et al. (2017)
Re-engineering/ restructuring	Love & Gunasekaran (1997) Tooranloo et al. (2017)
Cost reduction strategy	Hanegraaf et al. (1998) Tooranloo et al. (2017)

Senior management commitment	Glaser & Diele (2004) Tooranloo et al. (2017)
Development of facilities	Tooranloo et al. (2017)
Macroeconomic policies	Hanegraaf et al. (1998)

2.4.1.3 Planet

The planet serves as both the people's and the company's home. Planet involves environmentally sustainable practices focusing on reducing ecological footprints by minimising waste and emissions, conserving resources and promoting sustainability in all business practices (Jabbour & Jabbour, 2016; Udokoro et al., 2020; Wehrmeyer, 2017). Large corporations will be just as impacted as anything else on Earth if their actions cause environmental pollution and bring the planet to ruin. Everyone bears responsibility for the natural environment, but corporations bear the majority of this duty since they are frequently the initial cause of harm to it. The main detrimental effects of corporations on the environment are waste production, the release of polluting byproducts, and the careless use of natural resources. Thus, minimising or removing the negative environmental impact is the least those companies can do (Gupta, 2011).

There are plenty of ways the business can be environmentally friendly. First of all, it can make sure it produces goods that do not harm the environment in any way. In general, responsibility towards the environment brings more profit for the business in the long run. It is also easier to measure the impact the company has on the environment than on society. In the work of Uddin et al. (2008), environmental responsibility is explained by two aspects: environmental impact and the win-win situation (Figure 2.4).

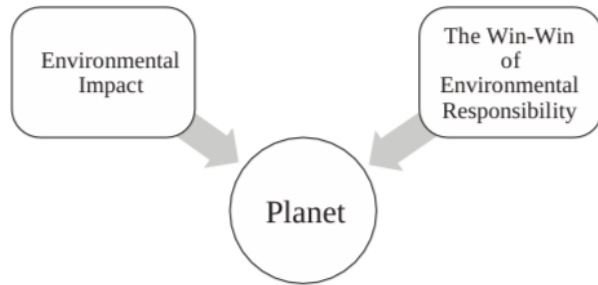


Figure 2.4. Aspects of environmental responsibility (Uddin et al., 2008).

All of the negative impacts the business has on the environment as a result of its regular operations are included in the environmental impact. Environmentally conscious companies should thus quantify their impacts on the environment. One useful tool for this purpose is the ecological footprint, which evaluates a company's annual resource use and compares it to the number of resources still available on the planet. Another measurement of environmental influence is life cycle assessment (LCA). It calculates the environmental performance of a produced good from its beginning (raw material stage), through being on the shelf in the shop, to the manner of disposal after it has been used. Thus, the measured impact of a company should be well managed. That means altering the way it is used to work and implementing more planet friendly thinking into the company's operations (Książak & Fischbach, 2018). It has been confirmed that a company can create the foundation for an environmentally efficient business by developing new procedures with consideration for environmental protection (Uddin et al., 2008). Książak (2016) provides an intriguing example of how a company can use LCA assessment to manage its impact on the environment in the clothing industry. She examines the corporate social responsibility policies of Hennes & Mauritz AB (H&M), one of the most well-known businesses in this industry. Using certified organic cotton, recycling fashion, and substituting a more environmentally friendly water-based material for vegan leather—also known as polyurethane—are just a few of the actions that H&M takes.

The win-win scenario, or one in which both parties gain, is the final facet of environmental responsibility. Utilising the advantage that the recently established environment offers is the main goal. Clear cost reductions increase the business's viability through savings. Because processes have been thoroughly examined, the company may also be able to identify any abnormalities in production and eliminate them, resulting in reduced risk. According to Mullerat (2010), the company's environmental actions enhance its reputation, which in turn draws in customers and could potentially yield a substantial competitive advantage.

Planet concentrates on establishing a secure environment, aims to lessen adverse effects, and concentrates on finding solutions for environmental problems. To enhance their environmental performance, organisations are focusing on implementing green management (Jabbour & Jabbour, 2016; Udokporo et al., 2020). A number of research studies (Mittal & Sangwan, 2014; Arulrajah & Opatha, 2016; Ahmad, 2015; Masri & Jaaron, 2017) that focus on green management and green HRM practices have highlighted the connection between green HR practices and positive environmental performance. These practices include green rewards systems, green performance management, green recruitment and selection, green training and development, green cordial relations, and green rewards systems. According to Guerci et al. (2016), there is a significant positive correlation between environmental performance and green performance, green compensation, and green training and involvement. Planet can be used as a tool by organisations to minimise harmful emissions, delay the use of natural resources or minimise consumption, and recycle waste. As a result, businesses need to include environmental issues in their strategic planning (Linnenluecke et al., 2009). Table 2.5 represents the environmental responsibility indicators for sustainable HRM.

Table 2.5. Environmental responsibility indicators of sustainable human resource management

Indicators	Cited Sources
Green job design	Govindarajulu & Daily (2004) Jabbour & Santos, 2010
Green employment	Arulrajah et al. (2016) Tooranloo et al. (2017)
Green training	Guerci et al. (2015)

	Tooranloo et al. (2017)
Green health and employees' safety management	Arulrajah et al. (2015)
	Tooranloo et al. (2017)
Employee green relations	Arulrajah et al. (2015)
	Tooranloo et al. (2017)
Green recruitment	Wehrmeyer (2017)
Green HR planning	Arulrajah et al. (2016)
	Tooranloo et al. (2017)
Green policy implementation	Arulrajah et al. (2016)
	Tooranloo et al. (2017)

The concept of corporate sustainability has also emerged in response to concerns that TBL purely focuses just on “outputs” and suggest for a shift to inputs that can be managed and influenced, shifting (Macdonald & Norman 2007) away from output-based accounting which oversimplifies the delineation of economy, society and environment (Elkington, 1997) to “make an effective contribution to resolving the sustainability challenges we are collectively facing” (Dyllick & Muff, 2016: 156).

Following on from this, advocates for the Quadruple Bottom Line (QBL) HRM also propose an “inside out” approach with the 4 Ps of Purpose, People, Profit and Planet, combine the Triple Bottom Line with Common Good HRM that focuses on a ‘profit with purpose’ business model (Levwellain & Segrestin, 2019). This QBL model argues for a fundamental change in understanding the purpose of business and the role HRM plays in this is needed (Aust et al., 2020).

The Common Good HRM, however, takes a different perspective in that it is an “outside-in” model that by redefining the purpose of business in terms of common good values (Dyllick & Muff, 2016; Hollensbe, Wookey et al., 2014). Hence, common good-oriented movements have emerged over the years such as Conscious Capitalism (Mackey & Sisodia, 2014); the B Corp (or Benefit Corporation) (Honeyman, 2014); and the Economy of the Common Good (ECG) (Felber, 2015). All of these sought to challenge the current purpose of organisations from that of merely being profit-oriented.

2.4.2 Common Good Human Resource Management

Common Good Human Resource Management (HRM) is an emerging approach that integrates ethical principles, sustainability, and stakeholder inclusiveness into human resource practices. It aims to balance the interests of businesses, employees, society, and the environment. This model emphasises human dignity, ethical leadership, employee wellbeing, and social responsibility while promoting sustainable development goals (SDGs). By focusing on the collective wellbeing, Common Good HRM represents a shift from traditional HRM models that prioritize profitability over broader societal impacts (Aust et al., 2024; Patterson, 2023).

2.4.2.1 Purpose

Purpose relates to the organisation's mission and ethical foundations. It is about aligning operations with core values and creating meaningful impact through business activities (Hoffman & Shipper, 2018; Crifo et al., 2019; Chan and Lee, 2007; Fremaux & Michelson, 2017; Joshi & Rahman, 2015). As a reaction to increasing criticism of the ineptitude of current business models to seriously address the issue of sustainability, interest is growing among academics and practitioners alike in alternative "outside-in" models that answer the call for a new paradigm by redefining the purpose of business in terms of common good values (Dyllick & Muff, 2016; Hollensbe et al., 2014). Common good HRM marks a fundamental change in understanding the purpose of business and the contributions of HRM. Common good approach assumes that it is the fundamental responsibility of the business to "make an effective contribution to resolving the sustainability challenges we are collectively facing" (Dyllick & Muff, 2016) and that business organisations' long-term self-interest lies in sustaining my collective livelihood (Ehnert et al., 2009). Therefore, common good HRM prioritises the needs, wants, and wishes of the group over, or at least on par with, those of the individual (including those of organisations) (Frémeaux & Michelson, 2017). This premise stems from the knowledge that, despite TBL frameworks and environmental management practices being widely used, these initiatives have at most, produced a limited number of beneficial societal or environmental outcomes (Bratton et al., 2023).

According to Dyllick & Muff (2016), this is because the "grand challenges" of our time have not been adequately addressed by these initiatives. These setbacks highlight how urgently a new common good business and HRM model is needed. Additionally, some businesses may be inspired to take this approach by recent developments like the interest of millennials in jobs with a purpose (Gong et al., 2018), customers' increased expectations for corporate social responsibility (CSR) (Joshi & Rahman, 2015), and increased pressure from the government and investors for businesses to act in the public interest (Crifo et al., 2019).

Common Good HRM has implications for how we currently perceive the goals, issues, and results of HR. Reversing the business perspective from inside-out to outside-in, it requires organisations to critically examine not only their operational procedures and practices with regard to regulatory compliance, but also their traditional profit-oriented viewpoint and place a greater emphasis on the impact on the environment and society. The main goal of Common Good HRM is to assist employees and business leaders in making contributions to global ecological and social advancement, rather than concentrating on financial gain.

Using HRM competencies, skills, knowledge, and attitudes to further the common good and assist in resolving today's "grand challenges" is referred to as "inputs" in Common Good HRM. To implement common good HRM, all HR policy, structure, and procedures would need to incorporate common good values (Hoffman & Shipper, 2018). According to Hollensbe et al. (2014), this would entail HR managers assuming a new role in creating an organisational culture centred around common good values and implementing HR procedures based on principles like reciprocity, solidarity, and dignity. Unlike contemporary conceptions of Sustainable HRM, Common Good HRM recognises the reciprocal, individual, and collective aspects of business activity, stresses the local and global context of organisations, and serves a purpose that advances the common good in economic, social, ecological, and human dimensions. Table 2.6 shows examples of Common good HRM (Aust et al., 2020).

Table 2.6. Global challenges and Common Good HRM (Aust et al., 2020).

Global Challenges	Common Good Policy Area	Illustrative example for Common Good HRM practices
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In-work poverty and exploitative working conditions in supply chains	Business human rights	Corporations create awareness, train and pay suppliers for improving working conditions and to reduce poverty by ensuring fair pay and equal opportunities for social mobility.
Lack of labour voice	Workplace democracy and self-management	Teams are responsible for recruitment (staffing), training and remuneration decisions, fair and transparent co-worker evaluation, and opportunities for self-assessment feedback systems.
(Youth) unemployment and job insecurity	Employment creation	Money generated by the company is used to generate employment in the firm and/or community.

As such, both Triple Bottom Line and Common Good HRM seek to implement practices that focus on that of profit, people, planet and purpose that are able to provide key benefits to organisations such as those of business resilience and viability, strategic alignment, organisational efficiency, increased productivity, optimal decision-making, enhanced innovation and performance, attraction and retention of employees, customer attraction and retention, decreased regulatory risks and compliance costs and ethical and sustainable conduct. Business resilience and viability involves enhancing the organisation’s ability to withstand market fluctuations and ensuring long-term sustainability by adapting to changing environmental and economic conditions (Dempsey et al., 2011; Hanegraaf et al., 1998). Strategic alignment ensures that all business operations, processes and initiatives are in harmony with the organisation’s core goals and strategies, leading to coherent and unified efforts towards achieving business objectives (Stahl et al., 2020; Chan & Lee, 2007). Optimal decision making and operational efficiency addresses enhancing organisational efficiency by optimising processes, resources and systems and facilitating informed and effective decision-making processes through accurate data, comprehensive analysis and strategic foresight (Tooranloo et al., 2017; Youndt et al., 1996; Pawelle & Francoeur, 2022; Glaser & Diele, 2004). Organisations can also drive increased productivity by elevating work output per unit of input through improved practices and technologies, alongside fostering innovation and performance improvement within the organisation (Love & Guneresakan, 1997; Jabbour & Santos, 2010; Stahl et al., 2020; Aust et al., 2020). Customer attrition and retention are also results from aligning with evolving customer

expectations through diverse teams and technological advancements to effectively attract, retain and grow a loyal customer base (Demosey et al., 2009; Tooranloo et al, 2017; Wehrmeyer, 2017). To attract and retain employees, organisation’s must also create a work environment and culture that appeals to potential hires and retains existing employees by addressing their needs, aspirations and wellbeing (Hui, 2008; Tooranloo et al., 2017). Organisations can also mitigate regulatory and legal risks by ensuring compliance with evolving standards and regulations, safeguarding reputation and financial wellbeing of the organisation (Pawelle & Francoeur, 2022; Arulrajah et al., 2016; Guerci, 2015). Embedding ethical practices and sustainability into business operations and strategies also foster compliance with societal expectations, thereby enhancing the organisation’s reputation and contributing to global sustainability efforts (Pawelle & Francoeur, 2022; Dyllick & Muff, 2016; Ehnert et al., 2013).

Following on from the above, multi-stakeholder strategies, concepts, and engagement become the most important near-term task for HRM research is the creation of specific tools and applications by incorporating specific measurement instruments and practices to help firms recruit, select, train and develop, manage the performance and compensate employees in a manner that supports a firm's sustainability efforts even if practical tools are still lacking in relation to SuHRM. The key practices that can be identified as critical to FOW and sustainability concerns in regard to SuHRM are captured in Table 2.7 below.

Table 2.7. Relationship between the future of work and sustainable human resource management practices

FOW Sustainability challenges	HRM practices	Cited Sources
Sustainable and socially responsible practices	Implementing sustainable and socially responsible practices and embedding CSR in organisational culture	(Cooke, Dickmann & Parry, 2022) (Saha et al., 2023)
Talent management	Fostering a learning culture and supporting employee-driven career development	(Wiggins et al., 2020) (Ren & Jackson et al., 2020)
Employee Wellbeing	Promoting work-life balance, flexibility, and employee Wellness programs	(Davidescu et al., 2020) (Coke, Dickmann & Parry, 2022)

		(Mendonça & Kougiannou, 2022; Wehrmeyer, 2017; Arulrajah et al., 2016; Chan & Lee, 2007; Montaudon-Tomas et al., 2023).
Diversity, Equity, and Inclusion (DEI)	Enhancing diversity and inclusion through recruitment, development, and retention	(Santana & Cobo, 2020)
Ethical leadership	Encouraging transformational and servant leadership styles to foster innovation and sustainability.	(Saha et al., 2023)

2.4.3 Sustainable and socially responsible practices

Sustainable and socially responsible practices are concerned with integrating environmental issues into HRM operations, encouraging environmentally conscious behaviour among employees, and minimising the company's environmental impact (Khan et al., 2022). As companies work to address the issues of climate change and sustainability, this part of sustainable HRM is becoming more and more crucial. According to Pinzone et al. (2016), organisations that embrace sustainable and socially responsible practices are better positioned to adapt to the FOW. This is so that the business image may be improved to be more environmentally friendly and sustainable.

2.4.4 Diversity and inclusion

Businesses now recognise diversity and inclusion policies as having positive effects on productivity, innovation, and creativity (Chams & Garcíá-Blandon, 2019). This has increased the prominence of these ideas in long-term human resource management. The FOW favours organisations with diverse and inclusive workforces because they can better capitalise on the unique perspectives, experiences, and skills of each employee (Fletcher & Bearegard, 2022).

2.4.5 Flexible work arrangements

Future workplaces will increasingly use flexible work arrangements like job-sharing, variable hours, and remote employment (Nolan & Wood, 2003). These procedures enable workers

to manage their personal and professional lives more effectively, enhancing job satisfaction, output, and general wellbeing. Davidescu et al. (2020) emphasise the importance of flexible work arrangements in fostering employee wellbeing and organisational success.

2.4.6 Talent management

Talent management is crucial to sustainable HRM to ensure businesses have the correct skills and competencies to address new problems and opportunities. Collings et al. (2021) highlighted the significance of effective talent management methods in luring, nurturing, and keeping talent in the FOW.

Talent Management emerged two decades ago (in the late 1990s) with ‘The War for Talent’ (Michaels et al., 2001) to ensure that HR strategies and operations were geared at achieving a competitive advantage through its people by putting the right people with the right competencies in the right job in the right place, and at the right cost’ (Claus, 2013). Since then, there have been complex talent management challenges at different levels due to FOW. For one, there have been shifts at the micro level. A shared economy, remote work, technology, and diversity, inclusion, and belonging (DEI) (*The Global Risks Report, 2017*) has led to employees having to shift careers due to (in)voluntary disruptions. There has also been a call for flexibility and the gig/freelance economy has emerged (Clapon, 2016). On a meso level, each industrial revolution required change and adaptation at the organisational level. The Third Industrial Revolution (3IR) and the advent of the knowledge age in the 1980s focused on employee ‘‘engagement’’ increase performance and productivity, while the Fourth Industrial Revolution (4IR) is about the employee ‘‘experience’’ (Ballantyne et al., 2017) Macro level talent management challenges, on the other hand, include the ageing population, global economic downturn, low interest rates, mass migration, and more (*The Global Risks Report, 2017*).

Hence, talent management is now about engaging and retaining valuable employees through the building of compelling experiences at work. Needing to get away from a ‘one program fits all’ approach, talent management that is authentic, responsive and transparent (Claus, 2019) that customises programs for different employee segments, creating an employee experience that meets both the needs and expectations of the employees and the organisation, developing a

customised and individualised talent management architecture that is responsive, simple, transparent and authentic (Claus, 2019).

2.4.7 Employee wellbeing

Studies showing the beneficial association between employee wellbeing and performance, engagement, and retention have made employee wellbeing an important field of research within sustainable HRM (Chams & García-Blandón, 2019). The importance of supporting employee wellbeing in the future workplace, including providing mental health support, work-life balance and wellbeing, and opportunities for personal and professional growth, is highlighted by research by Bouwmeester et al. (2021) and Chams, and García-Blandón (2019).

2.4.8 Ethical leadership

As firms encounter challenging ethical concerns, ethical leadership will become more crucial in the FOW. A healthy company culture and employee trust are fostered by ethical leaders in a way that encourages openness, accountability, and fair decision-making (Saks, 2022). Organisations with strong ethical leadership are better positioned to negotiate the uncertainties and complexities of the future of work (Dabić et al., 2023). This enables them to keep their reputations and attract top personnel.

2.4.9 Workforce agility

The ability of firms to quickly adjust to evolving market conditions, technology improvements, and worker expectations is a critical component of sustainable HRM in the future of work (Dabić et al., 2023). An agile workforce exhibits adaptability, learning potential, and the aptitude to handle change successfully. Organisations with flexible workforces are more likely to succeed in the future of work, according to research by Worley and Lawler (2010), since they can swiftly alter their strategies and resources to capture new opportunities and manage emerging obstacles.

2.4.10 Performance management

Performance management is a crucial part of sustainable HRM, especially in the future of work where businesses must continuously modify their procedures to account for the changing

nature of work by including agile goal setting, continuous feedback, and a development-focused mindset. The significance of changing performance management systems for fostering a culture of continuous improvement, flexibility, and innovation is highlighted by research by Aguinis et al. (2012).

2.4.11 Employee engagement

Because engaged workers are more likely to be productive, creative, and devoted to their employers, employee engagement is a crucial component of sustainable HRM and the future of work (Dabić et al., 2023). The correlation between engagement and organisational outcomes, including staff retention, customer happiness, and financial performance, is positive. Organisations prioritising employee engagement will be better positioned to negotiate the opportunities and difficulties posed by changing workforce dynamics and competitive pressures in the future of work (Chandrasekaran, 2021).

2.4.12 Employer branding

In order for enterprises to stand out in a talent market that is becoming more and more competitive, employer branding is a crucial component of sustainable HRM in the future of work (Schultz, 2021). In order to attract individuals that share the organisation's mission and objectives, a strong employer brand may effectively communicate the company's culture, values, and employee value proposition (Ren, Tang & Jackson, 2020). Organisations with clearly defined employer brands are more likely to succeed in the future of work because they can better compete for top people and nurture a strong, unified corporate culture.

2.4.13 Human-centred approaches

Cooke, Dickmann & Parry (2022) argue for a human-centred approach that calls for economic, technological, social and ecological challenges and opportunities for the benefit of a large variety of stakeholders, including organisations, individuals and wider societies (As such, Building sustainable societies through human-centred human resource management takes into account workers' rights and dignity while taking advantage of technological advancement such as digital platforms using algorithms for selecting and recruiting workers (Köchling & Ihner, 2020), adopting digital technology and artificial intelligence (AI) to manage activities, raising

implications for workers' rights as human rights and some national governments have started to develop regulations to provide better governance on the use of digital technology, especially the legal accountability for private sector use of AI (e.g. Australian Human Rights Commission, 2021) and worker involvement in the design and use of algorithm-driven systems that would determine fundamental aspects of their work, including those relating to recruitment and remuneration (Milmo, 2021).

Psychology's perspective on human behaviour is also now considered essential in employee engagement (Ployhart, 2014) as individuals' identities are shaped by their experiences with HRM systems (Alvesson & Karreman, 2007). Meaning and purpose has come to the fore in recent years with the emphasis on the importance of purpose-driven organisations (Fink, 2018) as people seek meaning and purpose in their work and view meaningful work as crucial in their lives (Steger & Dik, 2009; Ward & King, 2017). Psychology plays a vital role in understanding the meaningfulness of work and its relationship with psychological experiences such as belongingness, autonomy, competence, impact, and significance (Rosso, Dekas, & Wrzesniewski, 2010). As such, free will and agency impacts (Cannella & Sy, 2019) organisational identification, influencing individuals' actions and their commitment to the organisation (Ashforth & Mael, 1989; Dukerich, Golden, & Shortell, 2002). The importance of community and social interactions (Brymer & Hitt, 2019) also cannot be neglected as recognising the psycho-social nature of relationships and community can provide a more accurate understanding of why and how people develop relationships within organisations. The concept of value is also central to the HRM literature (Wright & Essman, 2019) as organisations have an ethical responsibility to ensure individuals are not treated as objects whose value stems from what they can do for the firm but are in roles where their value exceeds their economic cost, acknowledging their intrinsic value and dignity. Equity and fairness as workers' voice and empowerment are also vital especially for disadvantaged groups as there remain considerable gaps in many aspects of human development due to various forms of inequalities, discriminations, marginalisation and exclusions. A human-centred approach also places employees' needs at the centre of policy and practice in regard to work-life balance and wellbeing, key to building a sustainable and resilient society as espoused by the International Labour Organisation (ILO) and Rogovsky & Cooke, 2022. This agenda is aimed at "strengthen[ing] the social contract by placing people and the work they do at the centre of

economic and social policy and business practice” (*Inception Report for the Global Commission on the Future of Work, 2017*). The three ‘pillars of action’ expected to drive growth, equity and sustainability for present and future generations include firstly an investment in employee capabilities; secondly, increasing investment in institutions of work; and thirdly, increasing investment in decent and sustainable work (*International Labour Organisation, 2019*). A ‘human-centred’ approach to HRM is also in line with the societal goals outlined by the UN’s 17 Sustainable Development Goals (SDGs) expected to be achieved by 2030 (*United Nations, 2015*).

2.5. Relationship between StHRM and SuHRM

As mentioned above, the new grand societal challenges in the form of the United Nations’ Sustainable Development Goals (SDGs) to “end poverty, protect the planet, and ensure prosperity for all” have led to the evolution of HRM’s role in regards to how HR systems, strategies, policies, and practices play in helping organizations achieve sustainability (Stahl et al., 2020; Taylor et al., 2012, cited in Ren et al., 2023), shifting from a more traditional strategic approach to one of sustainable practices. Working toward this shift, however, has been difficult as it necessitates a move from the current market-driven economic model into another that more fully reconsiders what gives organizational activities meaning, value and legitimacy (Pfeffer, 2010, Jakobscheck-Ricci et al., 2023). Hence, this transformation can also be viewed as more institutional rather than HRM driven institutional logics need to be altered, constructed and embedded (Dahlmann & Grosvold, 2017, cited in Ren et al., 2023). This being the case, as HRM scholars continue to struggle and grasp this shift and its implications, five different ways of framing the intersection of strategic and sustainable HRM, with unique implications for the ways that organizations drive SuHRM practices at the strategic level, can be conceptualised (Ren et al., 2023).

i. A Type of Strategic HRM: Sustainable HRM

This framing casts SuHRM as a response to StHRM and suggests that HRM systems can play a central role in fostering sustainability in a profitable way. As Ren et al. (2023), this focus is the basis for initial treatments of sustainable HRM and suggests that organisations design and execute human resource practices that can simultaneously drive economic performance while ensuring social and environmental objectives. This conceptualization is rooted in theoretical models of StHRM that argue for enhanced employee abilities, shaping motivations, and providing opportunities that serve as a basis for supporting the triple bottom line (Ren et al., 2023). This also

involves addressing the questions of eco-efficiency, environmental justice, and fair-trade practices (Marshall & Toffel, 2005, as cited in Ren et al., 2023). An important limitation of this approach, which can be traced to Dundon and Rafferty (2018) is the risk of treating SuHRM as yet another kind of StHRM, and in so doing potentially allowing for “a unitary orientation that privileges shareholder returns and marketization over a wider plurality of sustainable and socially embedded practices.”

ii. Sustainable HRM as Institutional Work

This approach highlights the evolutionary characteristics of sustainability to business mission and HRM role. Ren and Jackson (2020, as cited in Ren et al., 2023) articulated the HIE-Sustain as "the behaviour of HRM professionals individually or collectively of mobilizing resources such as their skills, knowledge and social capital and the HRM system of the organization to transforming norms, rules, routines, and values of the organization." This understanding recognizes that sustainability will require more than incremental changes to existing institutions, but instead, will require a transformation of institutions themselves. Distancing itself from the traditional change agent role embodied in the type of StHRM scholarship (Ren et al., 2023), it builds upon an argument for HRM to do more than wait its turn to get the hot seat at the strategic decision-makers' table, and instead argues for SuHRM to proactively intervene in "building a new table and inviting a diverse group of people to a new conversation" (Ren & Jackson, 2020, as cited in Ren et al., 2023)

iii. A Reconciliation Between Institutional Logics: Sustainable HRM

This framework examines how HRM systems navigate multiple, sometimes competing, institutional demands regarding sustainability. As Dahlmann and Grosvold (2017) observe, both market profitability and environmental protection are typical competing logics that set dichotomous directions for organizations' attention and objectives. Hence, best practice, best fit, or configurational approaches may be used to engage with the reconciliation of these competing logics. As proposed by Misangyi et al.(2017), the configurational approach (2017, ren et al., 2023) embraces rugged causal complexity, complementarity, and equifinality thinking—arguing that multiple, equally effective solutions can exist based on a set of strategic choices made toward sustainability outcomes.

iv. Sustainable HRM as an Element of Stakeholder Management

This interpretation provides a pluralist perspective on the corporation with sustainable development as a core characteristic. Kramar (2014, p. 588; cited in Ren et al., 2023) takes a purposeful view that rather than trying to find a solution to how to determine if one stakeholder mattered more than another, embracing a broad plurality of stakeholders. Stakeholders have different expectations and viewpoints on their relationships with organizations, hence the stakeholder management approach acknowledges effective management of multiple stakeholders provides organizations an edge over their rivals as it allows for the management of complex and interdependent relationships between multiple stakeholders, which represents a unique, valuable, and difficult-to-replicate organizational resource (Barney, 1991, cited by Ren et al., 2023). Second, it can enhance congruence between espoused and actual sustainability practices, because, as research suggests, a major driver for people to engage in sustainability at work is organizations' reasoning for sustainability (Tosti-Kharas et al., 2017, as referenced in Ren et al., 2023). Nevertheless, no matter how StHRM and SuHRM are conceptualised, it is also clear from the above that when it comes to tackling the opportunities and problems of the future of work, both approaches are complementary rather than mutually exclusive, as shown by the concepts that cross over between StHRM and SuHRM. It can also be observed that agility and sustainability are at the nexus of both HRM streams and that they drive both StHRM and SuHRM responses to the FOW.

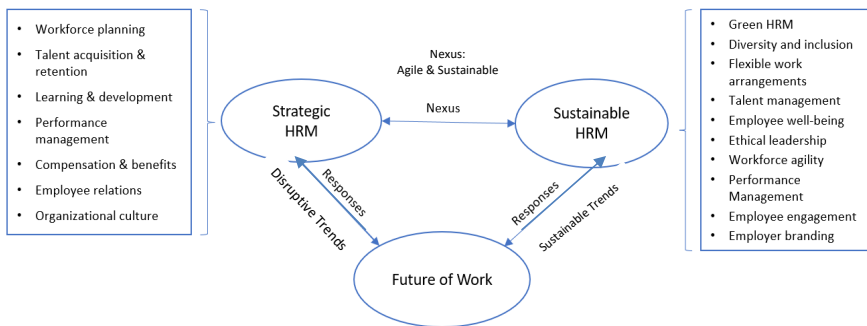


Figure 2.5. Relationship between StHRM and SuHRM and the FOW

2.5.1. Agility

Strategic HRM and Sustainable HRM emphasise the importance of adaptability in shaping effective HRM practices within organisations. As the business landscape evolves, organisations must remain flexible and responsive to external factors such as cultural norms, economic fluctuations, and technological advancements (AlAbri et al., 2022). Adapting HR policies to reflect cultural sensitivities fosters inclusivity, enhancing employee engagement and productivity. Economic changes necessitate agile talent management strategies, enabling organisations to maintain efficiency during downturns or focus on recruitment during growth periods. Additionally, technological advancements prompt the adoption of innovative tools that streamline HR processes and improve employee experiences. Ultimately, fostering adaptability within HRM practices strengthens organisational resilience and aligns HR strategies with overall business objectives, ensuring organisations thrive in today's dynamic environment.

2.5.2. Sustainability

The concept of sustainability is also common to both StHRM and SuHRM as such a holistic approach enables businesses to balance the interests of multiple stakeholders and address the long-term effects of HRM choices (Podgorodnichenko et al., 2020). In their attention to HRM practices, Strategic and Sustainable HRM have a long-term orientation. They strongly emphasise the necessity of matching HRM practices to the organisation's long-term strategic goals while also considering how HRM decisions will affect employees, society, and the environment in the long run. Hewett et al. (2018) emphasise the necessity of long-term orientation to ensure that firms can continue their competitive edge, uphold stakeholder trust, and contribute to societal and environmental wellbeing. Hence, organisations can establish a complete and resilient approach to HRM that can better handle the complexities and uncertainties of the future of work by embracing adaptation, holistic thinking, and long-term orientation. Another key point to highlight is that sustainability within that of corporate sustainability also adopts a prospective perspective which focuses on the ability to “prolong or maintain into the future”, and “thrive to perpetuity” (Werbach, 2011).

2.6. Conceptual debates and controversies between strategic and sustainable human resource management

Nevertheless, despite the overlap between agility and sustainability, real debates and disagreements around StHRM and SuHRM still exist and centre on several important themes that affect how work is done in the future. These discussions highlight the difficulties and complexities in matching HRM practices with strategic goals and sustainability requirements.

In Malaysia, case studies illustrate a growing trend toward integrating StHRM with SuHRM practices. Companies are increasingly recognising the importance of aligning HR strategies with broader organisational goals while also addressing sustainability concerns. For instance, Petronas has implemented StHRM practices that focus on talent development and retention to support its strategic objectives, such as fostering innovation in the oil and gas sector. Their commitment to sustainable HRM is evident in initiatives aimed at promoting environmental stewardship and social responsibility, demonstrating an overlap between strategic goals and sustainable practices (Othman, 2009). Another example is CIMB Group, which adopts a dual approach by embedding sustainability into its strategic HRM framework. The bank emphasises employee engagement and CSR initiatives, aiming to create a workplace culture that prioritises sustainability while driving business performance (CIMB, 2024). This dual focus reflects the overlapping themes of strategic alignment and sustainable development in their HR practices.

Despite these advancements, challenges persist in bridging the gaps between StHRM and SuHRM. Many Malaysian companies still operate with a conventional HR framework that prioritizes immediate performance outcomes over long-term sustainability goals. For example, smaller enterprises often lack the resources to implement comprehensive sustainable HRM practices, resulting in a reliance on traditional talent management strategies that do not adequately address sustainability issues (Musa & Chinniah, 2016). In terms of approaches, larger corporations in Malaysia, like Digi Telecommunications, leverage technology to integrate StHRM and sustainable practices effectively. Digi has invested in employee development programs that promote both strategic objectives and sustainable behaviours, such as digital literacy and environmental awareness (Bidin & Yunus, 2017). In contrast, smaller firms may adopt ad hoc strategies that lack coherence, leading to fragmented efforts in integrating sustainability into their

HR practices. Overall, the case studies reveal that while there are significant overlaps between StHRM and SuHRM strategies in Malaysia, challenges remain in fully integrating these frameworks. Companies that successfully navigate these challenges tend to adopt more holistic approaches that align their strategic goals with sustainable practices, ultimately fostering a resilient and adaptive workforce. As a result, this current research addresses these challenges and fill the gaps that they present.

2.6.1. Ambiguity

Ambiguity is a key concern in regards as to how to approach the matter. The first ambiguity falls under definitional ambiguity. The definitional uncertainty around the terms StHRM and SuHRM as well as FOW is prevalent in literature. Even the term FOW is unclear as no clear definition is provided as to what FOW actually means (Stoepfgeshoff, 2018). And while StHRM has been defined in multiple ways over the years, SuHRM still lacks clear definitions and approaches (Ehnert & Harry, 2014, Kramar, 2013; Macke & Genari, 2022) as well as practical application in conceptual and empirical research. (Kainzbauer & Rungruang, 2019). The lack of agreement and clarity regarding specific definitions can cause confusion and inconsistency in research and practice (Lepak et al., 2006; Stankevičiūtė & Savanevičienė, 2018) which therefore makes it challenging to create compelling theories, frameworks and best practices for organisations to success in FOW (Connelly et al., 2021).

Another key area of ambiguity lies in the fact that FOW is highly ambiguous in nature. According to complexity theory, FOW can be considered a complex operating environment as it has three necessitating factors: firstly, there is substantial interdependence between different trends and factors; secondly, competing values necessitate a trade-off; and thirdly there is high uncertainty (Steinbruner, 2002). This is similar to the concept of high-velocity markets characterised by complexity, unpredictability, and ambiguity. In such environments, existing decision-making heuristics and cognitive schemata must continually adapt to address novel situations effectively (Hansen et al., 2019). This being the case, navigating such complex environments can be difficult as both StHRM and SuHRM will need to continuously adapt and synchronise with the ever-evolving FOW environment.

2.6.2. Leading Change at an Institutional Level

The impact of HRM on institutional change varies greatly when it comes to the strategic vs. sustainable approach, particularly in the depth and scope of transformation required. As Ren and Jackson (2020, as cited in Ren et al., 2023) argue, SuHRM requires HR professionals to act as institutional entrepreneurs, working to transform organizational culture and practices to support sustainability goals. This goes beyond the traditional strategic HRM focus of aligning HR practices with existing organizational strategies. This represents a fundamental shift in how HR professionals engage with organizational transformation (Ren et al., 2023) as HR professionals possess boundary-spanning capabilities that enable them to initiate fundamental, transformational change through interaction with a broad array of internal and external stakeholders. This change leadership role markedly differs from the change agent role promoted by strategic HRM scholars, where HRM has evolved from an administrative role to a business partner role enabling HR professionals to gain a seat at the strategic decision-making table.

The institutional work framework encompasses three distinct but interrelated types of work: creating, maintaining, and disrupting institutions. Creating work involves establishing new sustainable practices and routines, such as implementing green HRM practices that support environmental sustainability while conceding to the dominance of maximizing economic performance (Ehnert & Harry, as cited in Kainzbauer & Rungruang, 2019). Maintaining work focuses on sustaining these practices through ongoing support and reinforcement, including practices aimed at ensuring an engaging work environment, fostering diversity of cultures and gender, promoting equal opportunities, and establishing suitable reward practices that align with sustainability goals (Ren et al., 2023). Disrupting work involves challenging and changing existing unsustainable practices, such as transforming traditional performance metrics to include social and environmental indicators alongside economic measures.

These institutional changes are further supported by specific HR practices that focus on three key principles identified by Kainzbauer and Rungruang (2019): First, developing the organization's ability to attract and maintain talent by becoming an employer of choice in sustainability leadership. Second, ensuring motivated and healthy employees through occupational health and safety initiatives, stress reduction programs, and work-life balance support. Third,

investing in employee qualification through education and long-term learning programs, professional development initiatives, and sustainability-focused talent management strategies. Leading institutional change also requires HR professionals to develop new capabilities and approaches. Lawler (2011, as cited in Ren et al., 2023) notes that the business partner role is the most difficult one out of a range of HRM roles that have been implemented. Therefore, instead of waiting to warm up the seat at the table built upon the market economic model, SuHRM must be proactive in "building a new table and inviting a wide array of guests to join a new conversation" (Ren & Jackson, 2020, as cited in Ren et al., 2023). This expanded institutional change role aligns with what Kainzbauer and Rungruang (2019) identify as the third wave of SuHRM development, which includes interdisciplinary studies that focus on a broader understanding of HRM's role connected to societal discussion of sustainable development.

2.6.3. Measurement and evaluation

The difficulty of monitoring and evaluating the impact of HRM practices on strategic and sustainability outcomes is another topic of discussion. Researchers contend that it is challenging to evaluate the efficacy of HRM strategies and to compare their performance across enterprises and industries due to the lack of defined measurements and methodology (Yu et al., 2021; Alsibly & Alzubi, 2022). To ensure that their HRM practices align with their strategic and sustainability goals, organisations will need to establish more comprehensive and dependable measuring and evaluation methods as they navigate the future of work. This is particularly so when measuring SuHRM due to the that complexity that arises from what De Prins et al. (2014) identifies as the need to simultaneously preserve, regenerate, and develop economic, environmental, social, and human resources while supporting corporate sustainability. Hence, the measurement framework is fundamentally grounded in the "triple bottom line" principle - economics plus environment plus society (Yu et al., 2021). In the context of HRM measurement, this translates into three fundamental dimensions. The economic performance dimension encompasses economic growth, rationality, and financial performance metrics. Environmental performance focuses on environmental protection, rationality, and friendliness, while social performance addresses social equity, rationality, and responsibility (Yu et al., 2021).

However, tensions do exist between the three dimensions and the theoretical underpinning for measurement approaches is significantly influenced by Enhert and Herry's Paradox theory, that

highlights the tensions between resource consumption and production, driven by performance pressures that can spark transformation and innovation (Yu et al., 2021). This theoretical framework suggests that measurement must capture both the paradoxical choices and their outcomes. Empirical research on sustainable HRM measurement also remains in its infancy, with studies being "scarce and preliminary" (Yu et al., 2021). The complexity of measurement is compounded by varying definitions, diverse geographical locations, and lack of shared understandings in conceptual and empirical research. These challenges are particularly evident in emerging economies, where companies may implement sustainable practices without explicitly labelling them as sustainable HRM initiatives. However, the development of measurement tools remains imperative in contributing to implementing sustainable practices in organizations while making HRM systems themselves sustainable (Yu et al., 2021). Going forward, future measurement approaches should address key variables such as cost-effectiveness, employee wellbeing, environmental considerations, and forward-thinking practices (Stankeviciute and Savanevicien, 2018). SuHRM measurement is now at an inflection point (Westerman et al., 2020). The challenge lies in developing measurement approaches that can capture both the multi-stakeholder orientation and the triple bottom line impact while remaining practically applicable in diverse organizational contexts.

In regards to types, both quantitative and qualitative measurements can be used. Quantitative measurement in SuHRM typically employs various sophisticated tools and techniques. For example, performance metrics provide standard indicators adapted to include sustainability dimensions, measuring efficiency, effectiveness, and impact of sustainable HRM practices. Sustainability scorecards offer modified balanced scorecards that incorporate metrics across economic, environmental, and social dimensions. Analytics and benchmarking provide data-driven approaches for comparing sustainable HRM practices across organizations and industries, establishing important benchmarks and best practices. Qualitative measurement captures the nuanced aspects of sustainable HRM through stakeholder feedback, detailed case studies, and narrative assessment. These approaches provide rich insights into the implementation and impact of sustainable HRM initiatives that might not be captured through quantitative measures alone. Effective measurement of sustainable HRM requires an integrated framework that combines quantitative and qualitative metrics while balancing short-term and long-term

perspectives. This framework must consider multiple stakeholder interests and incorporate both leading and lagging indicators while adapting to organizational context while maintaining comparability. The success of such frameworks depends on their ability to capture the complexity of sustainable HRM while remaining practical and usable within organizational constraints (Yu et al., 2021). Whatever the framework, the value of accurate measurement cannot be denied. Effective measurement of sustainable HRM provides both strategic and operational benefits. Strategically, it enables informed decision-making, better resource allocation, enhanced stakeholder communication, improved risk management, and strategic alignment of practices. Operationally, it facilitates performance optimization, process improvement, better compliance management, enhanced efficiency, and improved stakeholder engagement. These benefits justify the investment in developing comprehensive measurement systems despite the challenges involved.

Going forward, the field of sustainable HRM measurement continues to evolve with emerging trends including the integration of artificial intelligence and machine learning, real-time measurement capabilities, enhanced predictive analytics, and advanced visualization techniques. Areas requiring further development include standardization of measurement approaches, development of industry-specific frameworks, enhanced tools for measuring intangible impacts, and improved long-term impact assessment. Organizations implementing sustainable HRM measurement should focus on developing clear objectives and priorities, comprehensive measurement frameworks, and necessary capabilities while ensuring stakeholder engagement. Success factors include leadership commitment, adequate resources, stakeholder engagement, technical capability, cultural alignment, and a focus on continuous improvement. The effectiveness of implementation depends on balancing comprehensive measurement with practical constraints and organizational capabilities (Yu et al., 2021). The future of SuHRM measurement lies in developing more sophisticated and integrated approaches that can effectively capture the full range of sustainability impacts while providing practical value to organizations. This requires ongoing development of measurement frameworks, tools, and capabilities, along with a commitment to continuous improvement and adaptation to emerging sustainability challenges. The effectiveness of SuHRM measurement ultimately depends on its ability to drive meaningful improvements in organizational sustainability performance while supporting broader organizational objectives.

2.6.4. Conflicts between the goals of the Economy, Society, and the Environment

Despite the fact that there is a mutuality and complementary lens between StHRM and SuHRM, it is still important to acknowledge that challenges still remain when a decision must be made between the conflicting goals of the two research streams. These conflicting goals exist in regard to the economy, society, and the environment and organisations frequently have to make trade-offs to balance these conflicting objectives, which can result in disputes and ethical difficulties (Bush, 2020; Aust, Matthews & Muller-Camen, 2020).

As such, it is clear that although there are indeed overlaps between the StHRM and SuHRM, the trends to adopting and incorporating different FOW practices will depend on whether either a StHRM or SuHRM perspective is adopted, leading to a tension between StHRM and SuHRM practices. The arguments and disagreements in Strategic HRM and Sustainable HRM illustrate the difficulties and obstacles involved in for organisations when incorporating FOW strategies. Therefore, despite the proliferation of literature in the area of Future of Work, StHRM und SuHRM, gaps still remain as to how to manage the conflicting goals of StHRM and SuHRM practices and identifying how to select between them practically implementing HRM solutions. Organisations can gain a more complete and nuanced knowledge of HRM's function in navigating the future workplace and fostering organisational success by addressing these conflicting goals between the two research streams in order to devise novel solutions to resolve these challenges as well as to understand how to accommodate both agile and sustainable practices to help organisations adapt to the future of work.

2.6.5. Effectiveness of human resource management practices

The efficiency of various HRM strategies in accomplishing strategic and sustainability goals is a topic of continuing discussion across both sectors. Contextual factors such as culture, industry, as well as organisational size, also play a pivotal role in the efficacy of these activities, while some scholars challenge the validity and generalisability of certain HRM methods (Sakka & El Hadi El Maknouzi, 2022; Alshibly & Alzubi, 2022), the need for a more sophisticated and context-sensitive understanding of the connection between HRM practices and their intended

consequences in the future of work needs to be addressed. In recent research, Collings et al. (2021), Schultz (2021), and Chandrasekaran (2021) have emphasised the strategic importance of aligning HRM practices with global business objectives to enhance organisational agility. Similarly, Dabić et al. (2023) provide evidence that innovative HRM practices contribute significantly to fostering an adaptive and resilient workforce.

Hence, some of the key effective HRM practices include that of strategy and foresight, organisation design, policies and processes, leadership and culture, change management and innovation practices and organisational learning and growth. Strategy and foresight involve agile planning to adapt in dynamic environments and using foresight to anticipate future trends and challenges (Flores, Xu & Lu, 2020 ; Minbaeva, 2021; Collings et al., 2021). Organisational design focuses on creating an efficient structure aligned with goals, promoting role flexibility and collaborative environments (Davidescu et al., 2020; Chams & Garcíá-Blandón, 2019). Organisations can establish policies and processes by utilising advanced technologies and optimise resource allocation for effectiveness (Wright & McMahan, 2011 ; Connelly et al., 2021; Aguinis et al., 2012 ; Davidescu et al., 2020). Leadership steers through challenges and makes strategic decisions, while cultivating a culture of collaboration, innovation and engagement (Chandrasekaran, 2021; Ren, Tang & Jackson, 2020; Schultz, 2021). Change management and innovation practices combines change management and innovation to effectively navigate transitions, fostering a creative and experimental culture for competitive advantage (Pinzone et al., 2016; Dabić et al., 2023; The Global Risks Report, 2017). Organisational learning and growth focus on continuous learning and employee development to equip the workforce with essential skills and knowledge for current and future challenges (Rosso, Dekas, & Wrzesniewski, 2010; Claus, 2019 ; Cannella & Sy, 2019). These themes will be key in the analysis StHRM and SuHRM.

2.7 Theoretical Underpinning

To address the research's RQs and ROs and solve for the above-mentioned conceptual debates and controversies, this research utilised a theoretical framework as an initial framework that allows the researcher to map the key theories against the research's literature review. This allowed the research to reveal existing predispositions prior to the qualitative interview sessions (Collins & Stockton, 2018). A full commitment to rigorous methods and a theoretical framework

is able produce rich findings while an imbalance between the two tends to yield more liabilities or weaknesses within the research. Hence, researchers found that a low commitment to theory and method can lead to a simplistic product that lacks insight and is potentially irrelevant or not even considered knowledge production while a high focus on theory and a low focus on method may read like more of an essay and not create the proper union between original data and a framework for analysis. Conversely, over attention to the method without high focus on theory may suffer from an overemphasis on technique (Collins & Stockton, 2018). Ravitch & Carl (2016) have advocated that the researcher must consider the roles that existing, or formal, theory play in the development of research questions and the goals of the studies in designing the research”. In order to explicate this process, Figure 2.6 highlights some of the specific areas where the theoretical framework should be integral to the qualitative process.

As such, traditional academic work starts with a problem and generates a base of literature to both substantiate the problem and give a record of what has already been said about it. From there, Collins & Stockton (2018) advocate that the literature can and should be organised logically and visually into a conceptual framework. Figure 2.6 demonstrates the ways in which the literature covers or leaves available room to explore certain questions from there, the theoretical framework can be a fulcrum and pinnacle portion of a qualitative research.

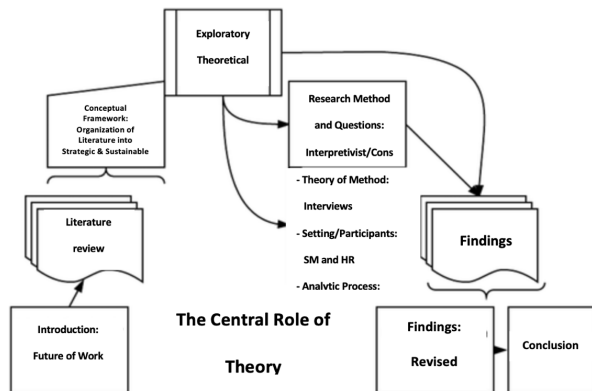


Figure 2.6. The central role of theory (Adapted from Collins & Stockton, 2018)

Based on the above, a theoretical research framework was utilised based on the RQs and the ROs and the subsequent literature review as per Figure 2.7 below.

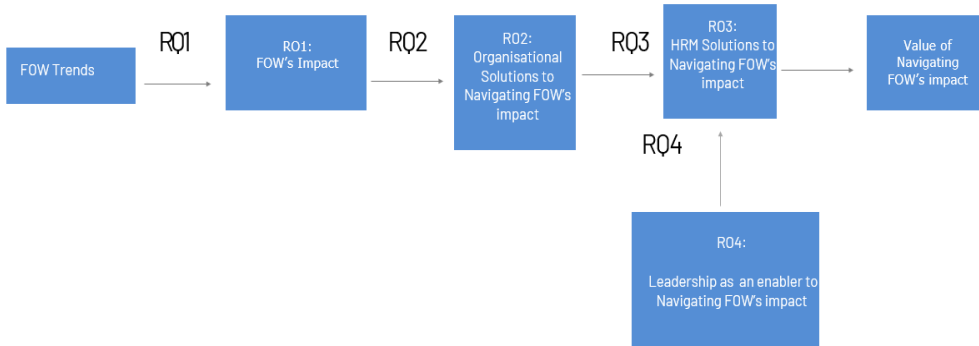


Figure 2.7. Theoretical Framework Based on Literature Review and Research Objective

Further to this, the research literature also highlighted that certain key challenges exist in relation to HRM e.g. ambiguity, conflicting goals, measurement and effectiveness of HRM models. As such, the theoretical framework will also be supplemented by several key conceptual theories to help solve some of the key challenges in relation to the research questions. Conceptual theories play an important role in building a theoretical framework by offering foundational principles and perspectives that guide research and analysis. They provide a structured lens through which complex phenomena can be understood, ensuring that diverse elements within the research are cohesively integrated. By grounding the framework in established concepts, researchers can clarify relationships, predict outcomes, and formulate hypotheses. Ultimately, conceptual theories enhance the depth, coherence, and rigor of the theoretical framework, allowing for a more informed exploration of the subject matter (Ravitch & Riggan, 2016).

Hence, the following conceptual theories will be included which is that of systems thinking, emergence theory, generativity, and growth theory, all of which offer a comprehensive theoretical framework by emphasising the interconnectedness and dynamic nature of complex systems. Systems thinking provides a holistic view, recognising how various components interact within a system. Emergence theory complements this by explaining how new patterns or behaviours arise

from these interactions, leading to unforeseen outcomes. Generativity focuses on the creative potential and continuous innovation within systems, while growth theory examines the conditions under which systems expand and evolve. Together, these theories help in understanding complex phenomena and fostering sustainable development. This is captured in Table 2.8 below.

Table 2.8. Conceptual theories and the challenges they address

RQ	Challenge	Conceptual Theory
RQ 1	Ambiguity, Conflicting Goals, Measurement	Systems Thinking, Emergence, Generativity
RQ 2	Ambiguity, Conflicting Goals, Measurement	Systems Thinking, Emergence, Generativity
RQ 3	Effectiveness of HRM Models	Generativity, Growth Theory
RQ 4	Effectiveness of HRM Models	Generativity

The figure below illustrates how the various conceptual theories support the framework.

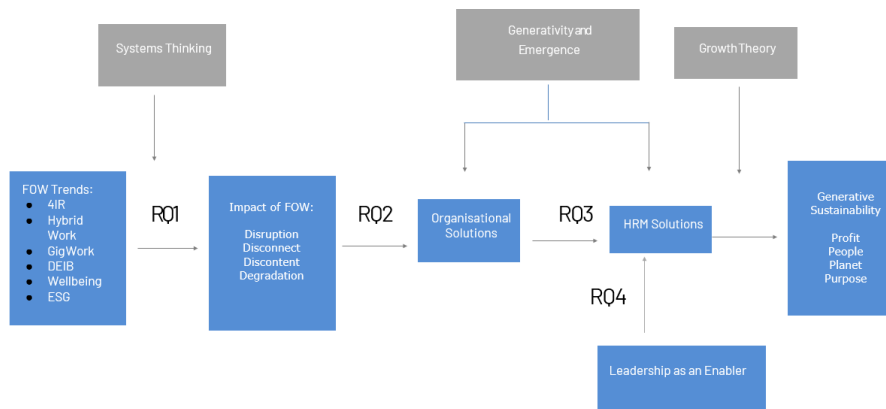


Figure 2.8 Conceptual theories in support of the research framework

2.7.1 Systems thinking

The researcher has identified systems thinking as a key conceptual theory when addressing the key challenges of ambiguity. Organisations often restructure their business models in response

to rapid technological and economic advancements. Consequently, they seek out new methods and tools to address complex system issues on a large scale. Beyond technical aspects, these systems are characterised by ambiguity, emergence, interconnectedness, and socio-economic influences such as employee dynamics, societal norms, and government regulations. Complexity is therefore typically measured using the Organisational Complexity Scale (OCS), which considers factors such as structural differentiation, control mechanisms, and environmental uncertainty (Anderson, 1999). Research indicates that as businesses grow and diversify, their complexity increases, leading to more robust and flexible structures capable of managing uncertainty and fostering innovation (Dooley & Van de Ven, 1999). For example, Anderson (1999) demonstrated that companies with higher OCS scores were better at managing dynamic market conditions and sustaining competitive advantages.

To be competitive and effective in today's environment, there is a need to create, produce, and deliver more sophisticated and demanding goods and services that offer greater value to customers. This transition from traditional work to future of work necessitates a deeper and more varied skill set. The ability to handle complex tasks competently is becoming a critical differentiator in organisational success (Wiig, 2006). The shift in work complexity from past work to future of work is illustrated conceptually in Figure 2.9.

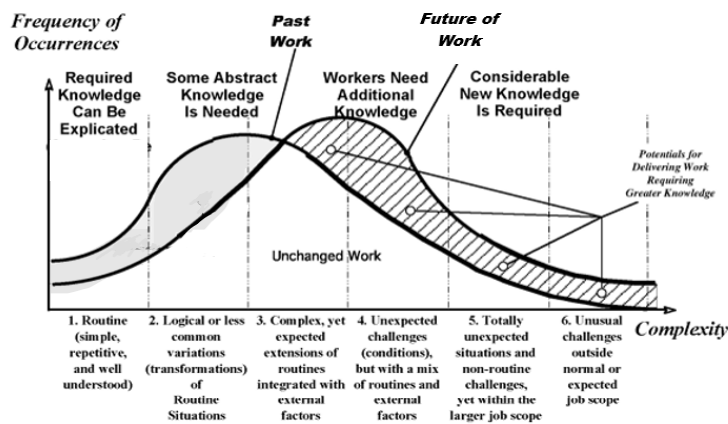


Figure 2.9 Complexity increases in the FOW (Adapted from Wiig, 2006)

Hence, the pressure to innovate and operate more effectively is paramount to competing on a global scale. This is especially true in markets where external competitors might be more efficient and offer a wider range of sophisticated goods and services. While this can be seen as progress on a global level, it can also be perceived as an unwelcome intrusion, potentially threatening the livelihoods of those who are unprepared for these changes (Wiig, 2006).

Considering these characteristics is crucial for effectively managing complex system challenges, Caldwell (2012) highlighted the significance of systems thinking as a framework, offering insights and tools refined over several decades to illuminate complete patterns and facilitate effective change. Systems thinking provides a holistic approach to understanding organisations by recognising them as complex, interconnected systems (Liao et al., 2023). This theory enhances organisational adaptability by enabling proactive adaptations in response to changes in one area affecting others, as demonstrated in Sterman's system dynamics models (Sterman, 2018). Through this perspective, the organisations that accept complexity are able to deal with uncertainty, develop learning and innovation that becomes an inevitable part of strategic HRM (Senge, 2020). Drawing from recent studies, systems thinking is shown to enhance understanding and management of complex phenomena through comprehensive, dynamic models. For example, its application in educational settings, as discussed by Eidin et al. (2023), demonstrates how systems thinking can help students grasp non-linear relationships and change over time, essential skills for navigating the evolving workplace dynamics influenced by technological advancements and changing workforce demands. Additionally, its role in governance highlights how systems thinking facilitates adaptive decision-making, crucial for organisations aiming to remain resilient and competitive in the face of rapid market and technological changes. This approach, integrating cross-disciplinary insights and fostering a holistic view of organisational challenges, is instrumental for developing strategies that are not only reactive but also proactive and anticipatory of future trends and disruptions.

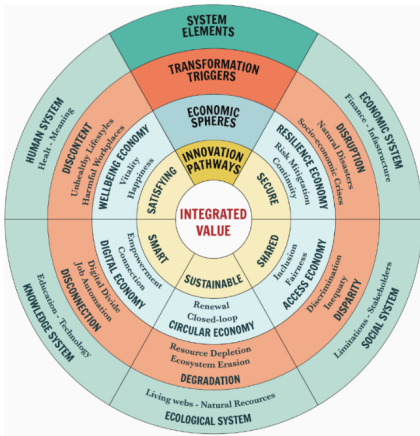


Figure 2.10 The integrated value framework. Adapted from Visser (2018).

This research utilised a model of systems thinking introduced by Visser (2018) that unveiled an integrated value framework (Figure 2.10). Visser offers a five-dimensional perspective on innovation, where innovation responds to five transformation triggers. This framework lies at the core of what Visser (2018) terms the nexus economy, where resilience, accessibility, circularity, digitisation, and wellbeing economies intersect. Each segment of the systematic breakdown (disruption, disparity, degradation, disconnection, and discontent) can stimulate innovations aimed at enhancing security, inclusivity, sustainability, intelligence, and fulfilment in our lives, respectively. Disruption occurs when workplace, roles and expectations is disrupted due to technological advancements, societal changes and increasing environmental concerns (Runvan, 2006; Tooranloo et al., 2017; Stahl et al., 2020). Disconnection is a state of being unengaged or misunderstood in an organisation due to poor communication which can occur between stakeholders due to differences in needs and beliefs. It can result from factors like technological barriers and cultural differences (Mendonca & Kougiannou, 2022; Nwoga, 2023; Ragnedda & Muschert, 2015; Tooranloo et al, 2017). Discontent stems from changing demographics and their unfulfilled need for inclusivity, mental health awareness, autonomy, meaningful work, conscious practices and work-life balance (Mendonca & Kougiannou, 2022; Wehrmeyer, 2017; Arulraiah et al., 2016; Chan & Lee, 2007; Montanan-Tomas et al., 2023). Degradation is the process of

deteriorating environment and social systems, which can result from factors like neglect and unsustainable practices (Msimango, 2023; Guerci et al., 2015; Dempsey et al., 2009).

Some of the key effects if the above include organisational fragility, strategic dissonance, organisational inefficiency, reduced productivity, sub-optimal decision-making, stagnant innovation and performance, challenges in attracting and retaining employees, customer attrition, increased regulatory and legal risks and unsustainable and unethical practices. Organisational fragility is a state where the organisation is vulnerable to external and internal shocks due to lack of adaptability and resilience, leading to potential breakdowns under stress (Runyan, 2006). Strategic dissonance is a misalignment between the organisation's strategy and its execution, and people and profit goals leading to confusion and ineffectiveness in meeting its goals (Tooraloo et al., 2017). Organisational inefficiency and sub-optimal decision-making are characterised by the inefficient use of resources and poor decision-making processes. This impact results in the inability to optimise outputs effectively and make well-informed choices (Tooranloo et al., 2017; Stahl et al., 2020). Reduced productivity and stagnant innovation involve a decrease in productivity and innovation resulting from outdated systems, lack of personalised working models, and deficiencies in wellbeing practices, failing to meet evolving demands and expectations ultimately (Arulrajah et al., 2015). Customer attrition involves the loss of customers due to the organisation's inability to meet evolving customer expectations influenced by the FOW trends, resulting in reduced market share (Wehrmeyer, 2017) while difficulty in recruiting and keeping skilled employees is often due to an unattractive work environment, poor company culture, or irrelevant compensation and benefits (Ragnedda & Muschert, 2013; Tooranloo et al., 2017). Regulatory and legal risks look at exposure to increased risks of non-compliance with evolving standards and regulations related to FOW, potentially leading to fines, penalties and reputation damage (Guerci et al., 2015). Additionally, unsustainable and unethical practices include business actions that are environmentally detrimental, socially irresponsible or morally questionable, leading to long-term negative consequences for the organisation and society (Wehrmeyer, 2017).

Utilising Visser (2018) in this research allows the researcher to develop holistic and sustainable solutions by taking on a multifocal lens that include the environment as well as social, and economic factors that drive long-term organisational sustainability. Senge's discussion of

building a learning organisation underscores this by mentioning the role of systems thinking in improving holistic decision-making and future crisis and aiding sustainability (Senge, 2020). Systems thinking also leverages the megatrends of the FOW, such as wellbeing and diversity by enhancing more workplace collaborations that drive more adaptive responses to complex challenges, as discussed from the works of Meadows in sustainable interventions (Meadows, 2008). The research by Duffour (2024) on systems thinking in Ghanaian governance provides a compelling example of how system thinking can effectively tackle FOW challenges by implementing decentralised decision-making and acknowledging the interconnectedness of societal elements. This has resulted in better engagement with stakeholders and more responsive governance structures, illustrating the potential for systems thinking to foster resilient and proactive organisational strategies in the face of global and dynamic workplace changes.

2.7.2 Emergence

To comprehend how complex environments such as FOW also affect organisations, it is also crucial to consider the theory of emergence in solving for challenges such as ambiguity. The definition of emergence varies, but Jennings & Dooley (2007) describe it as the natural inclination of agents in a social system, such as individuals, groups, or departments, to engage in intricate, dynamic interactions. These interactions involve exchanging information, taking actions, and continuously responding to feedback, leading to the creation of new order and ultimately system-level adaptation.

Lichtenstein (2004) aimed to establish a well-organised field of emergence by compiling and analysing all available empirical literature on the subject. He created a framework of prototypes that could be studied using complexity sciences, along with an integrative definition of social systems' emergence. The first step towards this goal was to define eight prototypes of emergence (Table 2.9), each representing a fundamental form or archetype of order creation. According to Lichtenstein (2014), generative emergence is the prototype best suited for researching and examining organisations. He points out that through generative emergence. Of all the identified emergence prototypes, Lichtenstein (2014) argues that generative emergence has two specific characteristics that set it apart from the other prototypes. First, generative emergence involves an “intent to create value, involves a perception or belief that whatever is to be

produced... will be of value to others and to the organiser” (Lichtenstein, 2014). Second, it requires “enacting (developing) a method by which the value actually gets created and delivered to those who want it” (Lichtenstein, 2014) - making it the best lens to use when considering emergence in organisations. More specifically, these characteristics make generative emergence an appropriate lens to use in navigating the complexities of the FOW.

Table 2.9. Prototypes of emergence

Type	Definition
Prototype I - Relational Properties	Emergent properties result from relationships between a large number of homogeneous agents.
Prototype II - Exo-organisation	External energy driven into constrained systems, forcing system elements into a far-from-equilibrium state that leads to emergent outcomes.
Prototype III - Computational Order	Rule-based interactions of simulated agents. Macroscopic aggregations of agents will eventually form as discernible patterns, groups, and simple hierarchies.
Prototype IV - Autocatalysis	Involves a cycle of positive feedback based on an initial, strong reaction between agents. This reaction becomes a catalyst for high levels of positive feedback that supply sufficient energy or the emergent entity to thrive.
Prototype V - Symbiogenesis	“The envelopment of one microorganism by another, whereby each one retains its integrity through a radial interdependence that enhances the functioning of both” (Goldstein et al., 2010).
Prototype VI - Collaborative Emergence - Social Structures	An ongoing stream of interactions across a large number of individuals. These interactions are both enabled and constrained by the stable elements of a society. Results in a number of unintended emergent structures.
Prototype VII - Generative Emergence	An entity (e.g., an organisation) emerges through an aspiration – partly planned and partly evolving – to provide some kind of value, that is, a product, service, or offering that is valued by other agents.
Prototype VIII - Collective Action	Elements of emergence are themselves semi-autonomous agents, like organisations or ventures. Together, these also combine in a shared intention to reach a shared intention or goal. Emergent entities here can be new industries, product markets, or organisational communities.

2.7.3 Generativity

Due to FOW’s volatile, uncertain, complex and ambiguous (VUCA) nature, organisations are also required to increasingly operate under disruptive environments conditions (Castillo & Trinh, 2018). As such, generative theory has also been identified as a key conceptual theory to support the research. Generativity is derived from the verb ‘generate’, which means ‘to produce or create’. It evokes notions of “creation, production, rejuvenation and novelty in system contexts” (cf. van Osch & Avital, 2010) and “facilitates the transfer of important knowledge” and business

practices during challenging situations to “revitalise the capabilities of the organisation to innovate and remain competitive (Macaux, 2012). This, in turn, contributes to corporate sustainability and continuity and supports adaptive change (Slater, 2003) and is increasingly recognised as a critical driver of innovation and long-term success. It is the ability of organisations to create conditions that foster continuous improvement, innovation, and stakeholder engagement. According to Smith and Lewis (2011), generativity is linked to paradoxical thinking, where businesses balance competing demands to achieve sustainability and innovation. Studies have employed measures which assess an organisation’s ability to generate new ideas, practices, and values that contribute to long-term success (Guo et al., 2022). Studies have also shown that organisations with high generativity tend to outperform their peers in terms of innovation and stakeholder satisfaction (Guo et al., 2022). On the other hand, high complexity is often associated with adaptive and resilient systems that can respond to changes effectively (Uhl-Bien, Marion, & McKelvey, 2007)

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As such, the organisation can adapt and remain resilient (Castillo & Trinh, 2018) by practicing absorptive capacity which occurs when organisations are able to quickly identify relevant information, assimilate and apply it to create value. Adaptive capacity is the ability of an organisation to create a fit with its environment and to adjust to new circumstances by acquiring new knowledge and skills to meet contextual demands. Generative capacity involves a “two-pronged ability where organisations innovate and develop value that create ongoing innovation” (Avital & Te’eni, 2009). Without generative capability, organisations that rely on traditional strategic planning methods will find themselves unable to operate in conditions of high uncertainty due to detachment and misalignment with the environment. Hence, dynamic stability is practised by prioritising the “intangible and symbolic layers of reality such as that of values, mission, patterns, processes, learning and relationships”, allowing the organisation to both remain adaptable and sustainable, fostering an interdependence between the two concepts. While technical-rational management “isolates variables and reduces analysis to individual components”, generative

capacity allows for feedback loops to enable “recursive influences and reflexive causation” as information flows smoothly and swiftly between both internal and external boundaries (Todorova & Durisin, 2007). This allows HRM to move away from a ‘one size fits all’ HRM and traditional contingent models which may lead to “contingent determinism” (Paauwe, 2004) that mechanistically matches HR policies or to HR strategy in a static manner (Sakka & El Hadi El Maknouzi, 2022; Alshibly & Alzubi, 2022). Instead, generative theory differentiates itself by allowing organisations to adapt its practices based on generative experimentation and learning in order to deliver both strategic (agile) objectives while maintaining a sustainable lens. Such strategic flexibility allows organisations to respond to dynamic environments through continuous changes and systemic actions (Yawson & Greiman, 2016) as firms increase their competitiveness in dynamic environments by applying courses of action or strategic options (Sanchez, 1995), promoting continuous innovation (Avital & Te’eni, 2009) that is most suited for complex environments where little information is available (Steinbruner, 2002)

Generativity has also been useful when discussing the challenge of contextual factors such as industry, culture, and organisational size, all of which play a vital role in determining the efficacy of StHRM and SuHRM when navigating FOW. As such, generative theory allows organisations to adapt different frameworks based on their differentiated HR architectures that are dependent on the organisation’s environment and circumstances e.g. company size, age and technology, capital intensity, degree of unionisation, industry/sector ownership and location (Paauwe, 2004). This approach also allows HRM to deliver value and allow for trade-offs while leveraging on the organisational heterogeneity (Chadwick & Flinchbaugh, 2020; Kaufman, 2012).

2.7.3.1 Leadership

In response to the challenges brought about by FOW such as ambiguity, conflicting goals and effective HRM practices, research has also found that traditional models of leadership (Uhl-Bien, 2001) no longer work and cannot be viewed merely in terms of hierarchal exchanges but as key in achieving shared objectives (Osborn, Hunt & Jausch, 2002; Yammarino, Salas, Serban, Shirreffs & Shuffler, 2012; Yukl, 2010) that leverage on learning and adaptation instead of merely redirecting outcomes and controlling behaviours (Jennings & Dooley, 2007; Marion & Uhl-Bien, 2001).

As such, leadership is now a multifaceted process, promoting learning, innovation, and adaptation in complex, unpredictable environments (Uhl-Bien, Marion and McKelvey, 2007) such as FOW. Leadership involves a process in which one person guides and influences a group of individuals with the aim of attaining a mutual objective (Bruce, 2006). Klimek et al. (2008) introduces the different leadership styles and their characteristics (Table 2.10) from the least generative to the most generative. As such, generative leadership (Goldstein, Hazy & Lichtenstein, 2010; Surie & Hazy, 2006) is able to “construct the rules, conditions and constraints for interaction, collaboration and experimentation throughout organisations, fostering innovation and adaptation” (Goldstein et al, 2010).

Table 2.10 Leadership styles and their characteristics

Leadership styles	Characteristics
Traditional Leadership	<ul style="list-style-type: none"> - Applying their leadership abilities by aligning with the organisation’s culture. - Hierarchical based, where the top leader makes decisions and subordinates follow.
Pragmatic Leadership	<ul style="list-style-type: none"> - Prioritise innovation only when it is needed such as when they are facing organisational restructuring or external pressure. - They make changes as needed and when responding to specific circumstances and requirements. - This leadership style maintains a hierarchical structure but can be very adaptive to accommodate the organisation’s needs.
Explorative Leadership	<ul style="list-style-type: none"> - Explorative leaders have a strong sense of curiosity, which adds benefits to the organisation and favouring their teams to have the same mindset as theirs. - They go beyond established patterns and information, with the goal of generating new knowledge and enthusiasm within the organisation. - They seek out active and dynamic information and innovative ideas from their team. - They could be projecting authoritative traits and could be very employee selective, based on specific circumstances. - These leaders are actively curious and research their progress in the organisation.
Generative Leadership	<ul style="list-style-type: none"> - Generative leaders view their organisation as a dynamic entity that constantly renews itself. - Promote a culture of ongoing organisational reflection and the challenge of establishing thought patterns. - Work very closely with stakeholders within the organisation to unleash their potential and efficiency. - Utilising each individual’s capabilities to drive organisational change. - Creativity and innovation are the foundation of this leadership style. - Cultivate a cultural environment where all the individuals are dedicated to shape the future of the system by using creativity and innovation that leads to generative growth.

Chin et al. (2023) has also identified certain leadership traits such as relationship building, relational governance and sharing orientation as key to becoming generative leaders. As such, Generative leadership can define as the aspects of leadership that nurtures innovation, organisational harmony and high-performance overtime (Alfridi et al., 2023). According to Joanne (2009), generative leaders are people who generate fresh ideas or creative approaches to current issues and work together with others to bring out the necessary changes. Generative leadership is also connected to various guiding principles (Table 2.11).

Table 2.11 Principles of Generative Leadership (Joanne, 2009)

Principles of Generative Leadership
See possibility in all situations
Reframe challenges
Embrace diversity
Understand that there are many possible answers
Engage others to explore and excel

Questions all underlying assumptions
Extend trust and a spirit of gratitude
See connections and relationships

Furthermore, generative leadership also necessitates personal growth and encompasses concepts such as emotional intelligence, the willingness to take risks and foster creativity, adopting a systems thinking approach, appreciating diversity, inspiring and leading change, nurturing interpersonal relationships, basing leadership and management decisions on evidence, reframing perspectives, and achieving goals with a sense of fulfilment (Joanne, 2009). Generative leaders also embrace novelty generation through experimentation (Goldstein et. al, 2010) which increases the generative capacity of an organisation dramatically to do work (Lichtenstein, 2014). This means that generative leadership can enable the way organisations navigate challenges faced in complex environments like FOW as top-down models of leadership no longer work (Jennings & Dooley, 2007).

2.7.4 Growth Theory

In response to the challenges of conflicting goals faced between StHRM and SuHRM, growth theory has been found to be effective in managing this. Growth theory seeks to explain how economies expand over time, focusing on the factors that drive long-term economic development. Traditionally, the theory revolves around models like the Solow-Swan model, which emphasises the roles of capital accumulation, labour, and technological progress. In recent years, attention has shifted toward endogenous growth models, which highlight innovation, human capital, and knowledge as internal trends of growth. These frameworks are especially relevant as emerging technologies, such as artificial intelligence and green energy, reshape global economies (World Economic Forum, 2023).

Hence, Growth Theory (Edwards, 2021) aligns with the normative perspective of managing the sustainability-profitability tensions. The core strategic goal of most businesses and the economy at large is still to achieve economic growth. However, such growth can oftentimes be at odds with sustainability concerns. A way forward would be to redefine firm-level growth as not merely economic but as one primarily concerned with social–ecological flourishing. This can lead

to multi-dexterity, resilience thinking for design, and inclusive balance (embeddedness) which are prerequisites for sustainable business strategies (Edwards, 2021). As such, economic growth can be viewed as a means towards achieving social–ecological sustainability.

According to Edwards (2021), six types of growth are identified and when combined results in a framework of seven growth types as per Figure 2.11. This model proposes a pluralist approach which is closely related to “resilience thinking” (Folke et al., 2010) that “addresses the dynamics and development of complex social–ecological systems” (Folke et al., 2010). Resilience thinking is found in Type 7 which adapts and transforms the contributions of other growth types and acknowledges that economic growth is bounded by environmental considerations (Landrum & Ohsowski, 2018).

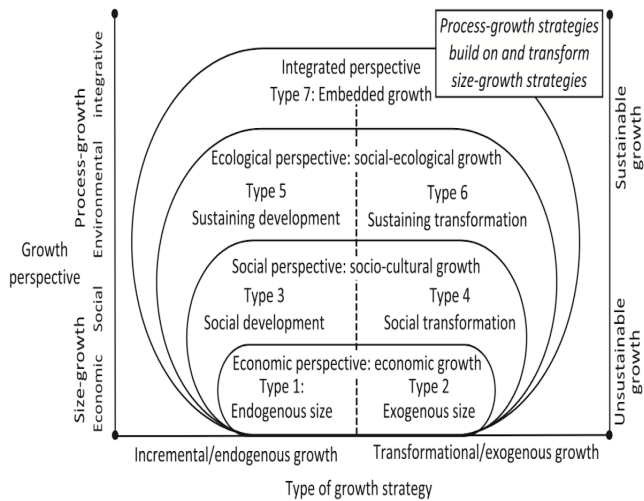


Figure 2.11. An integrative typology for firm-level growth strategies (Edwards, 2021).

Such an integrative approach allows organisations to pursue different types of growth that supports different forms of financial, human, technological, and natural capital to create multiple types of value (Edwards, 2021) and resolve the conflicts by viewing the economic, social and ecological strategies as an order of priority (growth Type 7) whereby growth strategies are pursued

if, and only if, they contribute to social– ecological growth (Edwards, 2021). Table 2.12 captures the growth types and characteristics as per below.

Table 2.12. Growth types and their characteristics.

Growth type characteristics							
Growth type	Illustrative strategies	Illustrative practices	Locus of strategy (internal or external)	Sustainability performance	Sustainability priority	Approach to the growth paradox	Type of economy
Type 1: Endogenous size	Financial incentives, product/service development and diversification, sales drive	Accounting measures: Sales, ROI, ROA, tax minimization, revenue, workforce growth	Endogenous/internal growth	Unsustainable (when exclusive of other growth types)	“Sustainable” economic growth	Continue the vicious cycle of prioritizing economic size-growth strategies at the cost of human and ecological harms	Old economy (profit at the expense of the biosphere)
Type 2: Exogenous size	Mergers, acquisitions, takeovers, spin-offs, internationalization	Market measures: Share price, market share	Exogenous/external growth				
Type 3: Social development	Corporate social sustainability, cultural competence, diversity training, gender equity	Internal stakeholders: Pay rates and working conditions, diversity training, work-life balance	Internal social innovation and development	Weak to moderate	Sustainable social-economic development and transformation	Economic growth and social development of internal and external (human) stakeholders	Transitional economy (profit while doing less harm to the biosphere)
Type 4: Social transformation	Collaborative business models, cross-sector social partnerships, democratic ownership, empowerment	External stakeholders: Consultation and empowerment, recruitment practices	External social transformation				
Type 5: Sustaining development	Natural-resource-based-view strategies, “lean green”, “green leap”, place-based sustainability, ecological embeddedness	Eco-social practices: Integrated green-social practices focused on internal stakeholders	Internal social-ecological innovation and development	Moderate to strong	Sustainable social-ecological-economic development and transformation	Social-ecological flourishing and resilience of internal and external human and ecological stakeholders	New economy (profit while doing good for the biosphere)
Type 6: Sustaining transformation	Collaborative sustainable business models, integrated TBL ecosystem (supply chain) assessment	Eco-social practices: Integrated green-social practices inclusive of both internal and external stakeholders	External social-ecological transformation				
Type 7: Embedded growth	Multidexterity (strategic flexibility), resilience thinking, design for social-ecological resilience inclusive balance, developmental	Doughnut economics evaluation, localization, frugal abundance, conviviality	Integrated and locally embedded (internal and external)	Strong to very strong	Integrated social-ecological-economic development and transformation	Locally embedded social-ecological flourishing and resilience of internal and external human and ecological stakeholders	Regenerative economy (profit through regenerating the biosphere)

Applying this theory to our research on developing a generative HRM framework will allow us to manage the challenges that arise from StHRM and SuHRM’s conflicting goals as it will allow us to select HRM practices and goals that will meet the organisation’s but also societal and environmental goals. Further to this, it would support the concept of corporate sustainability by allowing for sustainability to remain the key determining factor when deciding between conflicting goals.

Growth theory is also useful in providing a solution to the challenge of measurement that arises when organisations need to measure their practices drawn from either StHRM or SuHRM. Growth theory resolves the growth tensions by viewing the economic, social and ecological strategies in order of priority allows for the measurement of success within the context of meeting social–ecological growth (Edwards, 2021).

2.7.5 Proposing a Revised HRM Framework for FOW

In conclusion, the unique synthesis of all the above theories such as that of systems thinking, generativity, emergence theory and growth theory can be utilised to explore and examine the possible challenges and tensions that arise between StHRM and SuHRM. It will also be helpful in understanding the relationship between conflicting and competing outcomes when it comes to corporate performance and resilience in regard to agility and sustainability and allows organisations to adapt to disruptors through offering a multifocal lens. Collings et al. (2021) argues for the need for a more comprehensive approach that aligns the interests of organisations and employees and balances short and long-term objectives. He also proposes that HR leaders can enable a pluralist perspective that fosters higher levels of alignment between organisations and employees. As such, HR practitioners must push back on short-term thinking and embrace a more holistic perspective that considers both short-term and long-term performance through a strategic perspective by reframing HR investment as a value rather than a cost (Collings et al., 2021).

Figure 2.12 captures the overlap between corporate sustainability and strategic agility in rethinking a new HRM framework to navigate the future of work.

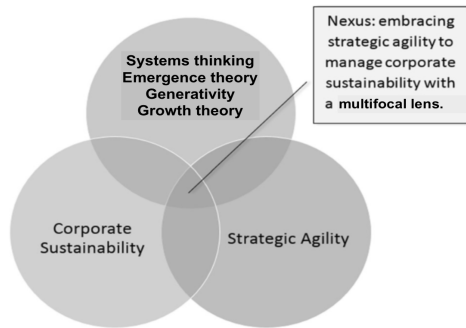


Figure 2.12. Corporate sustainability and strategic agility

Organisational values will then come to the fore as they will impact decisions, and it is the role of HR practitioners to reiterate and emphasise such values. Boon et al. (2007) argues that outcome measures of the employee–organisational relationship should extend beyond productivity and include wellbeing, and the norms, values and expectations of the organisation's environment as a pluralistic evaluation provides a balanced perspective on how HR investments contribute to sustainable organisational performance. Human capital analytics is seen as a core element in achieving this. They argue for a mutuality lens (Boxall, 2013; Collings, 2014) to understand how organisations can align with their employees in generating sustainable results in terms of matching employee capabilities, commitment and flexibility and needs for security and belonging with that of the organisation and the perceived return on investment from such alignment (Boxall, 2013).

Ultimately, it is believed that understanding how to integrate and merge different StHRM and SuHRM challenges within a growth framework will be useful in developing an integrative and generative HRM framework that can draw from both Strategic HRM as well Sustainable HRM, leading to more optimised HRM solutions for HR theorists and practitioners.

CHAPTER THREE

METHODOLOGY

3.1. INTRODUCTION

The process of conducting research is a systematic and careful process that requires thorough planning and adherence to academic standards. It is not a straightforward task, but rather involves multiple interconnected stages that must be carefully considered (Creswell, 2013; Denzin & Lincoln, 2018). Rushing through the explanation of research methodology without considering the underlying philosophical principles is not recommended. Therefore, choosing the right research paradigm and having a solid rationale behind it is crucial for the success of any research project. This chapter provides an overview of the research design, including its context and approach. The researcher's philosophical assumptions are also examined to set the tone of the research. Understanding these assumptions is crucial because the research strategy is retroductive. For this research, the researcher adopts a subjectivist ontological stance, where facts are generated and through an interpretivist epistemology, based on the interpretation of findings. The interpretation of these findings, along with the research questions and conceptual framework, serve as a guidepost for the research. In order to address the research questions, the selection of a suitable method of data collection and proper procedure for selection is also highly pivotal. This chapter also focuses on explaining the research philosophy, methods, data collection sources and *a-priori* themes, sample and analysis technique. This chapter will include issues relating to ethics involving consent, confidentiality and anonymity.

3.2 RESEARCH PHILOSOPHY

This research adopts an ontological approach which is the 'research of being' that is concerned with what exists in the world that humans can acquire knowledge on (Moon & Blackman, 2014). This allows researchers to identify how certain they are in regard to the nature and existence of the object being researched. In regard to the ontological assumptions itself a relativist approach is taken due to the belief that people will interpret FOW differently based on their own individual experiences and on the way, they perceive it's economic, cultural and social impacts upon their reality. According to relativists, reality is constructed inside the human mind and therefore no one 'true' reality can exist as reality is 'relative' to how someone will experience

it during any given time and place (Moon & Blackman, 2014). By assuming that many different realities exist, the researcher can then approach the research with an open mind and allow for diverse perspectives to emerge as participants are interviewed, enabling a more consultative and participatory method (Kolkman et al. 2007). This is particularly key in the construction of a new HRM model as intended by this research as it allows for refraining from focusing on just one solution or set of hypotheses at the start of the research.

In terms of the research's epistemological assumptions, the researcher takes the interpretivist-constructivist as well as a more pragmatic approach. The interpretivist-constructivist approach emerged from Husserl's phenomenology and from the research of different German philosophers such as Dilthey and his research of interpretive understanding. Better known as hermeneutics, this approach perceives the human experience as a social construct (Mertens, 2005) and relies upon the views of participants in the research process (Creswell, 2003). For interpretivist, scientific observation is theoretically selected, interpreted and evaluated within a network of presupposed theories and hence, they accept that their own prejudices, biases, assumptions and preconceived ideas as well as theoretical assumptions and theoretical traditions can also impact their interpretation of the data (Van Huyssteen 2006). While interpretivism wants to understand the world, constructivism wants to change the world (Habermas, 1981). As such, according to Dewey, constructivists are observers, participants, and agents that want to generate and transform realities based upon their construct of them within the social contexts that they are embedded in (Hickman, 2009). In this sense, discursive diversity, singularity of events, as well as social and cultural contexts will constantly lead to the construction, reconstruction, and deconstruction of ideas, allowing for constant transformation. This being the case, constructivism pays particular attention to the relativity of interpretations and proposes that knowledge is indeterminate despite any form of methodical sophistication. Constructivism also uses human routines, practices and institutions to kick off discussions around success and failure of constructions which can then lead to viable practical applications, closely aligning constructivism to pragmatism in that they both purposefully want to change the environment while at the same time reflecting on the impact of such change (Hickman, 2009). In relation to the response that that action is inherently inferior to theory, the researcher also incorporates pragmatism to advocate that genuine knowledge is ultimately an integration of both "thinking and doing" and then "reflecting

on the action” (as opposed to thinking abstractly or behaving uncritically). As such, pragmatic constructivism posits that theorists and practitioners are involved in developing knowledge and can accept a particular solution to be true or right on a temporary and restricted purpose and not necessarily as an absolute (as aspired for by positivists). This leads to a synthesis of ideas that can then both contribute to confident knowledge claims and at the same time create change in the ‘real world’ (Haas and Haas, 2002). All in all, pragmatism subscribes to the theory that human knowing is a fundamentally practical relationship to the world and as such, it is a “function of my dynamic, creative interaction with the world as ideas do not merely report, mirror, or represent the world but emerge from my practical engagement in the world of things and function instrumentally to transform the world” (Hickman, 2009).

As such, opting for an interpretivist-constructivist-pragmatist approach allows the researcher to work upwards and appreciate how data and facts are interpreted as well as downwards in the creation of new theoretical models and frameworks (Walt, 2020). Such an approach allows the researcher to accept the evolution of ideas over time dialectically in order to interpret what has worked and what hasn’t in the past as the researcher begins to construct more suitable models for the future, creating what Kuhn defines as ‘paradigm shifts’ (Johnson & Duberley, 2002). Instrumental rationality that is found within the interpretivist and constructionist approach also allows the researcher to look for theories that can bring change to the world in interest of the actor (Craib, 2011), as any knowledge accumulated should be used as a tool for organising human experience (Tsang, 2016). This allows research findings from this study to solve practical problems in the real world rather than merely used to interpret the truth. Further to this, the researcher also believes that any theory or model constructed should continually be revised as pragmatic constructivists treat institutions as wilful actors that develop reflexive practices and policies by practising continuous experimentation (Hass and Haas, 2002). Hence, in order for any emerging model to be viable, they need to prove themselves through the deliberations of interpretive communities as well as through their success or failures during application in the field (Hickman, 2009). As such, the researcher is open to experimentation and the instrumental applications of the researcher’s theory or model to establish their value in practice and in transforming experienced ‘realities’. This means the researcher intends to continuously revise the researcher's model even

after completing the dissertation. As Tsang (2016) puts it, approaching any research through a pragmatic lens allows the researcher to be an active participant in the transformation process.

3.3 RESEARCH DESIGN

3.3.1 Qualitative Research

As discussed above, the research an interpretivist-constructivist-pragmatist approach and as a result, the research design employed is that of a qualitative research method. Qualitative research is an arena of inquiry encompassing various fields, disciplines and themes (Denzin & Lincoln, 2018) and is “characterised as inductive, emerging and shaped by the researcher’s experience in collecting and analysing data” (Creswell, 2013). In the context of qualitative research, methodology is defined as a “way of thinking about researching social phenomena” (Corbin & Strauss, 2008). Qualitative research is, therefore, the shaping of assumptions that reflects the position taken by the researcher and this inquiry is the paradigm of worldview (Creswell, 2013). The purpose of using the qualitative approach is to appreciate the individuals’ experience and make sense of the context of the situation to create knowledge. This means how research is executed is through the lens of the researcher by transforming information into knowledge and actively connecting it with the world in question. As such, qualitative research examines the research objectives in an open-ended manner.

3.3.2 Research Questions and Objectives

The research question is the primary query that a researcher aims to answer through their investigation. It is considered the most important and fundamental aspect of a research, as all subsequent steps - such as developing a hypothesis, outlining research objectives, and executing the research methodology - rely on the formulation of the research. Once the research question is framed, the next natural step is to define the research's objectives and outcomes during the planning phase (Dhir & Gupta, 2021).

The selection of a research question can also be influenced by several factors such as previous studies, personal experiences, interest in a particular topic, or current needs. Often, the research question is derived from identifying gaps in existing knowledge or observations made on

previous work. These gaps can serve as a starting point to build on previous research. Unusual situations or circumstances may also lead to the development of multiple research questions on a single topic. Depending on the purpose, objective, and clinical context of the research, research questions can be broadly classified into descriptive and inferential questions. The objectives of a research also play a crucial role in determining the steps that need to be taken to achieve the desired outcome. These objectives serve as milestones towards the ultimate goal of the research (Farrugia et al., 2010; Hanson, 2006) and are classified as either primary or secondary. The primary objective should always reflect the core research question, while the secondary objectives are additional endpoints that the researcher wants to research. It is advisable to have only one primary objective, and not more than five secondary objectives. Objectives should be written in a single infinitive sentence format, using specific, measurable, achievable, and realistic action verbs (Adams, 2015). These objectives play a significant role in determining the type of research design and developing the methodology section of the research protocol. The relationship between individual objectives should be synergistic, with each objective contributing to the overall goal of the research (Farrugia et al., 2010; Hanson, 2006).

In this research, the qualitative research questions and objectives as presented in Chapter One were developed in respond to the key problem statements identified through the literature review conducted on FOW as well as StHRM and SuHRM. As such, the researcher was able to map the key challenges identified in Chapter Two in relation to the overlap between StHRM and SuHRM. Table 3.1 captures this.

Table 3.1 Mapping the Challenges to Research Questions and objectives

Challenges	Research Questions and Objectives
i. Ambiguity	<p>RQ1: What do HR professionals perceive as FOW's impact on their organisation?</p> <p>RO1: Explore HR professionals' perceptions of the impact of Future of Work (FOW) on their organisations and the underlying significance.</p> <ul style="list-style-type: none"> - To validate whether HR professional's view the concept and impact of FOW as being ambiguous in nature due to its complexity.
ii. Conflicting goals: <ul style="list-style-type: none"> ● Economy ● Society ● Environment iii. Measurement issues iv. Effectiveness of HRM practices	<p>RQ2: How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?</p> <p>RO2: Investigate how HR professionals navigate the impact of FOW to ensure organisational success and sustainability.</p> <p>RQ3: How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals and what are the key challenges they face?</p> <p>RO3: Identify the challenges encountered by HR professionals as they draw on strategic and sustainable HRM policies, along with strategies employed to address these obstacles.</p> <ul style="list-style-type: none"> - To validate whether conflicting goals and measurement issues are some of the key challenges faced. - To validate the successfulness of current HRM practices. <p>RQ4: What role does leadership play in supporting HRM initiatives in the organisation?</p> <p>RO4: Assess the role of leadership in fostering support for FOW-oriented HRM initiatives within organisations and how it plays a role in ensuring the HRM processes are effective.</p>

3.4 SAMPLING STRATEGY AND METHODS

In order to perform the next step in qualitative research, different types of strategies can be employed to extract data from chosen primary sources.

3.4.1 Purposive Sampling

For this research, a non-probability sampling technique was utilised in the form of a 'purposive' sampling method to determine the most accurate sample set from the wide set of the population (Olsen, 2011). This purposive method was selected mainly due to FoW's emerging and complex nature. As such, a more profound comprehension of the subject matter from selected subject matter experts were deemed to be more impactful rather than generalisations based on the empirical evidence (Merriam & Tisdell, 2016; Patterson, 2015) and the concept of 'criterion sampling' used where all cases that meet a fixed set of criteria are evaluated and studied, (Patton, 2002) rather than randomised. Hence, the 39 interviewees were selected based on their capacity to offer valuable insights and knowledge related to key FoW research issues, a potent approach for uncovering insights that might otherwise go unnoticed (Patton, 2002). Such individuals were also useful to provide significant information and understanding of the research problem and central phenomenon as per Creswell (2007) and to explore and comprehend key themes and challenges in detail (Ritchie, Lewis, Nicholls, et al. (2013).

In regard to the number of interviews to be conducted, the exact sample size for qualitative research also cannot be ascertained until after the data collection procedure is finished as there are no set guidelines for determining an appropriate sample size for purposive sampling (Merriam & Tisdell, 2016; Saunders et al., 2019). Other writers have proposed that depending on the nature of the research, a preliminary minimum number of sample units can be chosen at the outset of the investigation, and a suggested sample size ranging from 12 to 30 participants offered as a guideline. For this research, saturation point was established at 39 interviews as further data failed to produce any novel insights or research themes and new data did not contribute to the development of new codes and categories, nor did any additional information emerge to supplement existing codes and categories.

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3.4.2 Selection Criteria

For this research, the key criteria used to select the organisations from which to draw the interviewees from was simple: the corporation must have adopted FOW or sustainability practises in one form or another e.g. those linked to ESG, CSR and DEI initiatives. As such, Small and Medium Enterprises (SMEs) were excluded from this study as they did not generally incorporate FOW or sustainable practices such as ES, CSR and DEI due to their more traditional form of business and ways of working (Demuijnck & Ngnodjom, 2013; Martins et al., 2022; current & Gundolf, 2015). Hence, the selection of participants was guided by the aim of gaining insights from organisations that actively engaged in ESG, CSR or FOW initiatives, showcasing a commitment to sustainable business practices and forward-thinking strategies. Table 3.2 lists the participating companies no ethical concerns were identified as all the initiatives are publicly available on corporate websites, annual reports, news and social media.

Table 3.2 Practices of selected organisations

Company	How they follow
Prudential	<ul style="list-style-type: none"> ● ESG: Prudential ESG strategy focuses on three pillars: ensuring the health and financial security, addressing climate change impacts, and fostering social capital for stakeholders. ● CSR: Prudential's objective is to significantly impact people and society by expanding access to quality education, assisting underserved communities, and enhancing safety awareness. ● FOW: Prudential is pursuing a hybrid workforce strategy.
Dutch Lady Milk Industries	<ul style="list-style-type: none"> ● ESG: Dutch Lady Milk prioritises sustainability, focusing on better nutrition, good living for farmers, and a better future for themselves and their children.
ConocoPhillips	<ul style="list-style-type: none"> ● ESG: ConocoPhillips regularly provide data to organisations like CDP for climate change and the Dow Jones Sustainability Index (DJSI) to evaluate companies' ESG performance. ● CSR: ConocoPhillips Malaysia aligns with its business objectives, focusing on CSR pillars and sustainability efforts in the community, health safety, environment, and people. ● FOW: ConocoPhillips recognises that supervisors play a key role in talent development, so I offer a robust supervisor development curriculum to help leaders effectively engage and develop their employees.
Airasia	<ul style="list-style-type: none"> ● ESG: AirAsia is enhancing their ESG adoption due to increased investor focus on ESG matters in risk and opportunity analysis across various industries. ● CSR: AirAsia shares CSR is an integral part of its marketing plan ● FOW: AirAsia leveraged Workday's cloud platform for HR transformation, enhancing decision-making, efficiency, and morale, thereby preparing for the AirAsia 3.0 vision.
Aramex	<ul style="list-style-type: none"> ● ESG: Aramex continues its efforts towards the achievement of the United Nations Sustainable Development Goals and touches on all SDGs, whether directly or indirectly, through their operations and impact on all stakeholders. Their sustainability efforts involve a strategic approach to the SDGs, especially Goals 1, 4, 5, 8, 9, 12, 13, and 17, while also contributing to others. This is a non-binding and voluntary initiative taken on Aramex's behalf and driven by their belief in the value of this work. ● FOW: To improve customer experience and last-mile transformation, Aramex has implemented frictionless and contactless delivery and boosted digital touchpoints to optimise delivery routes and shorten delivery times.
MayBank	<ul style="list-style-type: none"> ● ESG: Committed to upholding good environmental, social, and governance (ESG) practices, the organisation emphasises the promotion of sustainable finance. As part of their mission to humanise financial services, they aspire to create a sustainable future for all by striking a strategic balance. This involves remaining attentive to the implications of their actions on the communities they serve and responding to the needs of various stakeholders. The ultimate ambition is to embed sustainability across all operations, with the aim of driving positive change for a better world, prioritising the wellbeing of humanity. ● CSR: They work closely with selected partners to deliver educational programs to the 16 rural schools adopted under the PEERS program. One key partner is the British Council, with whom they have developed a three-year program to assist English teachers in keeping the curriculum fresh, exciting, and relevant. To date, more than 4,800 students and 360 teachers have benefited from these initiatives. ● FOW: Some 93% of Maybank non-clerical employees have successfully completed the Bank's Workplace Enablers (I) programme and have been upgraded to Clerical grade where they now carry the I title. In addition to the promotion and conversion of their corporate title, they have also been accorded a 10% increment to their base pay.

UOA Group	<ul style="list-style-type: none"> ● CSR: Initiatives include programs aimed at giving back to the community in which they operate. This involves philanthropic activities such as donating to charities, supporting local schools or healthcare facilities, or organising volunteer programs for employees. They also have initiatives focused on sustainable development, such as building environmentally friendly buildings, promoting energy efficiency, or supporting green initiatives in the communities they serve.
CIMA	<ul style="list-style-type: none"> ● ESG: At CIMA they believe that Finance professionals play a crucial role in helping organisations address and improve their impact on the goals. They do this by providing valuable accounting and management information, including financial and non-financial measures, and actionable business insights. Organisations can then confidently take strategic decisions and implement solutions based on relevant data and information to help society achieve the Sustainable Development Goals. ● CSR: CIMA is planning to be more environmentally friendly by 1) Incorporating Alternative Raw Material. 2) Introducing Greener Products and Solutions. ● FOW: CIMA believes that you need skills such as EQ, Creativity, and Analytical thinking in order to be future-proofed.
S P Setia	<ul style="list-style-type: none"> ● ESG: S P Setia aspires to achieve Net Zero by 2050 with its Green Roadmap with specific methods to reduce carbon emissions by 40% in 2030 and 70% in 2040. ● CSR: The S P Setia Foundation (Setia Foundation) is committed to promoting sustainable development and social responsibility. As a key player spearheading the social initiatives under the ESG agenda for the SETIA Group, they take pride in driving positive change by advancing the United Nations Sustainable Development Goals (UN SDGs). The mission is to create a brighter future for the communities they serve, guided by the Objects of the Trust. ● FOW: As a builder of both homes and communities, S P Setia Bhd is cognisant of the immense influence it wields over society and the environment. Best known for projects such as its flagship Setia Alam township and its role in the redevelopment of London's iconic Battersea Power Station, the award-winning property developer is dedicated to taking the lead in the planning and management of sustainable communities by prioritising sustainability in every stage of its properties' life cycle.
Ipsos	<ul style="list-style-type: none"> ● ESG: We share an Ipsos framework for looking at the world through three lenses (the individual, their local community and, finally, wider society) to define the ultimate sustainability strategy customised to the unique characteristics of an organisation and recognising the intersectionality of all ESG factors. ● CSR: Established in 2014, the mission of the Ipsos Foundation is to "Develop a global outreach program to support and implement educational programs for underprivileged children and adolescents around the world". ● FOW: at Ipsos they believe that the future of work will depend on the power balance between employers and employees. Whether companies revert to historical work models or invent new ones will be determined by leaders' appetites to redefine the workplace, corporate culture and success in a tech-enabled society where everything is becoming less anchored to the physical world. What is the best path forward?
DHL	<ul style="list-style-type: none"> ● ESG: By 2050, the aim is to achieve net-zero greenhouse gas (GHG) emissions from all logistics-related activities, encompassing both internal operations and those of suppliers and subcontractors. ● CSR: DHL is aiming to achieve a 50% reduction in carbon emissions, compared to 2007, based on Science Based Targets. ● FOW: At DHL, they believe that with many growing up with smartphones, people in Generation Z are often considered true digital natives and are already the largest generation alive at 26% of the world's population. However, most have not yet entered the workplace or have just experienced their first full-time job. In some regions, this incoming generation outnumbers those retiring, boosting the population; in other regions, their smaller numbers give rise for concern. Regardless, as supply chain organisations speculate about the future, they will need to attract Gen Z workers as it will be their knowledge, skills, and talent that will power the bulk of operations in the logistics industry beyond 2030.
Pfizer Malaysia	<ul style="list-style-type: none"> ● ESG: They have continuously refined their ESG strategy in alignment with their purpose and corporate strategy. Building on their efforts, which include the acquisition of Global Blood Therapeutics, Inc. to assist underserved patient communities, such as those with sickle cell disease, as well as expanded access programming through An Accord for a Healthier World, they more purposefully integrated ESG into their ways of working in

	<p>2022. This integration spans strategic decisions, business operations, and governance, creating greater ownership of impact at all levels. In 2023, the aim is to further integrate ESG into the corporate strategy, reinforcing their commitment to being a purpose-driven organisation.</p> <ul style="list-style-type: none"> ● CSR: Endorsed by the Ministry of Health and bolstered by strategic partnerships with similarly aspired organisations, including academic institutions, NGOs, and patient advocacy groups, Care-A-Van is committed to addressing the unmet needs of the population. Continuous expansion and improvement of services mark Care-A-Van's efforts, including the introduction of breast cancer and mental health screening. Additionally, they leverage their invaluable data and resources to conduct substantial research, collaborating with multiple stakeholders. ● FOW: At Pfizer, the focus is primarily on empowering learners, driven by the opportunity to cultivate a culture where learning is embraced rather than adhering to a formulaic approach. The culture being developed encompasses required learning, essential learning, and desired learning. Given the highly-regulated nature of the company and industry, there is a need for required learning. Necessary learning involves acquiring the skills essential for competence and success in one's role. Furthermore, the culture promotes desired learning. Encouraging curiosity regardless of compliance or job-related factors. The goal is to ensure that every colleague at Pfizer has access to information aligned with their interests.
L'Oreal	<ul style="list-style-type: none"> ● ESG: By 2025, their sites will have achieved "carbon-neutral" status through enhancements in energy efficiency and the adoption of 100% renewable energy. ● CSR: At L'Oreal, the company has long been committed to making a positive contribution to society, but the time has come to accelerate its efforts. They aim to demonstrate that companies can be part of the solution to the challenges the world is facing. To achieve this, L'Oreal is allocating 150 million euros to address urgent social and environmental needs. ● FOW: At L'Oreal They are also convinced that the digital revolution extends beyond companies. It involves educational institutions and innovation centres to foster the development of skills suitable for the new digital world. Last year, an internal incubator called Make Your Technology was inaugurated for employees, enabling them to benefit from new technologies and immerse themselves in work methods inspired by start-ups. The initiative aims to collaborate on future innovations that can be accelerated and deployed on a large scale.
Shell	<ul style="list-style-type: none"> ● ESG: Shell is aiming to achieve net-zero emissions by 2050. ● CSR: At Shell they aim to be contributing to the wellbeing of neighbouring communities. They work closely with these communities to manage the social impacts of their business activities, address any concerns about their operations, and enhance the benefits they are able to bring. ● FOW: At Shell, the organisation is honing various digital skills with the aim of increasing proficiency across the company. For example, they are developing in-house capabilities to integrate artificial intelligence (AI) and digital technologies throughout every aspect of the organisation. The goal is to empower teams to gain a better understanding, develop, and utilise these technologies, ultimately enhancing the effectiveness and efficiency of their businesses.
CyPark	<ul style="list-style-type: none"> ● ESG: CyPark is focused on embracing renewable energy, greenhouse gas reduction, responsible land use and innovation and R&D.
Celcom Digi	<ul style="list-style-type: none"> ● ESG: In order to improve their ESG impact, Celcom Digi has put in place the following: 1) Implementing an Environment and Climate Manual. 2) Creating a Development and Performance process Manual. 3) Introducing an anti-corruption policy
Alliance Bank	<ul style="list-style-type: none"> ● ESG: Alliance Bank has a 3-step approach when it comes to ESG. 1) Advocacy. 2) Advice. 3) Answers. ● CSR: Alliance Bank has identified four principles for their corporate social responsibility plan. 1) Financial literacy. 2) Social business. 3) Eco business. 4) Employee engagement. ● FOW: Alliance Bank has identified 3 crucial things to do to future-proof their organisation. 1) Share the current outlook of the SME landscape in Malaysia. 2) focused on serving business owners for their banking needs. 3) Alliance Bank is helping SMEs overcome the current business challenges.
Petronas	<ul style="list-style-type: none"> ● ESG: Petronas is planning to manage GHG emissions, step up on clean energy, and nurture future leaders. ● CSR: At Petronas, the organisation maintains a steadfast commitment to managing inherent health and safety risks associated with its integrated operations by implementing effective policies and fostering a safety-conscious work culture within its workforce.

	<ul style="list-style-type: none"> ● FOW: PETRONAS has established Institut Teknologi Petroleum PETRONAS, Universiti Teknologi PETRONAS (UTP) and Akademi Laut Malaysia. These institutions offer specific expertise to support PETRONAS' technology and sustainability agenda.
Jotun	<ul style="list-style-type: none"> ● ESG: Jotun demonstrates a comprehensive commitment to sustainability by implementing a holistic environmental strategy through initiatives like Jotun GreenSteps to minimise its impact across the entire value chain. ● CSR: In Egypt, Jotun Paints has donated essential materials like paints and tools that can be used in the ongoing efforts to renovate the now-famous Al Tahrir Square. ● FOW: Through my digital learning platforms, I support employees all around the world, on their computers, phones, and tablets. In recent years I have seen an incredible development in creating and distributing training across the Jotun world, and new digital tools have helped us increase my reach even further. My training portfolio is now much more flexible and agile.
Pos Malaysia	<ul style="list-style-type: none"> ● ESG: While Pos Malaysia is striving to ensure the growth of its business, they are also committed to managing it in an impactful and fully sustainable way. To achieve their sustainability goals and commitments, they are guided by three main segments: 1) Pos Green. 2) Pos Care. 3) Pos Forward
Axiata	<ul style="list-style-type: none"> ● ESG: Axiata updated its Sustainability Framework in 2022. The framework is based on four key imperatives and is supported by their core values. The refreshed framework helps Axiata to integrate ESG considerations into their operations, empowering them to create a better and more sustainable future for all through technology and innovation. The framework aligns with the United Nations' Sustainable Development Goals (SDGs).
TDCX	<ul style="list-style-type: none"> ● ESG: They manage their environmental footprint through mindful energy consumption, reducing their carbon emissions, and building a sustainable mindset among their people. ● CSR: They strive for safety, diversity, and empowerment among their people by prioritising development and wellbeing. They also aim to create a positive social impact by focusing on digital inclusion in partnership with their communities and various NGOs.
Oman Oil	<ul style="list-style-type: none"> ● CSR: Oman Oil Marketing sponsors many charitable events, educational events, environmental events, tourism events and other events to prove that it is always committed to being a leading value-added company.
Gentari	<ul style="list-style-type: none"> ● ESG: Focuses on integrating net-zero solutions required to put cleaner energy into action to transform how I live tomorrow.
MBSB Bank	<ul style="list-style-type: none"> ● ESG: MBSB Bank's Sustainability Strategy focuses on "Building Malaysia", aiming to build financially resilient Malaysians and local businesses. MBSB Bank's value-based sustainability approach embeds holistic environmental, social and governance ("ESG") considerations into its decision-making. ● CSR: As the bank aspires to be a top progressive Islamic bank, developing solid CSR initiatives that encompass UN SDGs is a priority. MBSB Bank's CSR initiatives consist of activities that are in line with the Bank's CSR pillars which are education, community, environment, workplace and industry. All the programmes are systematically done with some that include strategic partnerships with NGOs. From planning and budgeting which requires a pragmatic approach, the execution of these initiatives also considers the importance of the human touch.
Kuwait Oil	<ul style="list-style-type: none"> ● ESG: As one of Kuwait's oldest and most successful institutions, KOC takes pride in giving back to its employees and community by funding landmarks and centres, offering training and education programs, organizing social activities, and promoting health and environmental initiatives.

3.4.3. Demographics

The demographics of these organisations are highlighted in detail in the following section.

i. Industry/Sector Representation

The participants came from a wide array of industries and sectors, including but not limited to Life Insurance and Financial Services, Oil and Gas, Banking, Pharmaceuticals, Telecommunications, and Renewable Energy. This sectoral diversity reflects the interdisciplinary nature of the research, capturing insights from diverse organisational contexts and business environments. It also ensures the applicability of the research's findings across different industry verticals, enriching its relevance and utility.

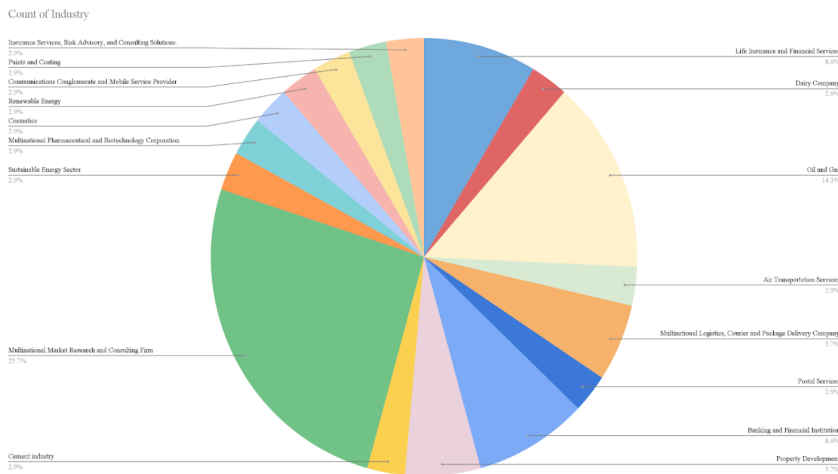


Figure 3.1 Industry/Sector participants represented

ii. Organisation size

The research encompasses participants from organisations of varying sizes, ranging from small to large-scale enterprises. While most participants hailed from organisations with substantial employee counts (ranging from 20,000 to 47,000), there is also representation from smaller organisations with employee counts as low as 1,000. This diversity in organisation size enables a

nuanced understanding of HRM practices and challenges across different organisational scales, fostering a comprehensive analysis of the research's subject matter.

iii. Organisation country of origin

Most organisations were of Malaysian origin, indicating a strong representation of local businesses in the research. Although all subsidiaries of the participating organisations are located in Malaysia, the headquarters and country of origin of these organisations differ. Organisations originating from different countries may bring distinct cultural values, norms, and practices into their Malaysian subsidiaries. These cultural differences can influence various aspects of organisational dynamics, including leadership styles, communication patterns, decision-making processes, and employee expectations. Subsidiaries may also need to navigate these cultural nuances to ensure effective collaboration and alignment with the parent organisation's vision and objectives. Additionally, organisations originating from Paris, the UK, and USA also contribute to the international diversity of the participant pool, offering insights from global perspectives on HRM and the FOW.

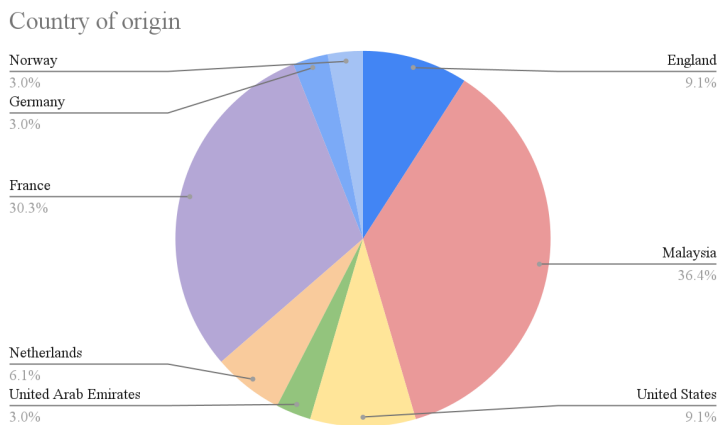


Figure 3.2 Distribution of country of origin of organisations

3.4.1.2 Individuals

Table 3.3 indicates the demographic details of the companies that participants were drawn from and data on the participants themselves. The demographic analysis shows a diverse and representative sample of participants, characterised by their ages, genders, organisational roles, industry backgrounds, organisation sizes, and geographic locations. The impacts of these diverse characteristics of the interviewees have been elaborated below.

Table 3.3 Demographic details of interview participants

Participant No	Age	Gender	Type of interview	Organisation	Designations	Industry	Listed	Number of employees (-)	HQ/Country of origin	Practices they follow
P1	49	Female	Individual	Prudential	Director, Leadership & Organisation Development	Life Insurance and Financial Services	Yes	40.92K	England	ESG, CSR and FOW
P2	46	Female	Individual	Dutch Lady Milk Industries	Director and Head of HR	Dairy Organisation	Yes	611	Malaysia	ESG
P3	54	Male	Individual	ConocoPhillips	General Manager, HR & Government Affairs	Oil and Gas	Yes	9.5k	United States of America	ESG, CSR and FOW
P4	44	Male	Individual	Prudential	Assistant Director, Agency Organisational Development	Life Insurance and Financial Services	Yes	40.92k	England	ESG, CSR and FOW
P5	55	Female	Individual	Airasia	Head, People Services	Air Transportation Services	Yes	16.15k	Malaysia	ESG, CSR and FOW
P6	48	Male	Individual	Aramex	Regional Head of HR	Multinational Logistics, Courier and Package Delivery	Yes	16.36k	United Arab Emirates	ESG, CSR and FOW
P7	53	Male	Individual	Pos Malaysia	Chief Executive Officer	Postal Services	Yes	18k	Malaysia	ESG
P8	53	Male	Individual	TCDX	Senior Human Resource Manager	Digital customer experience	Yes	17.8k	Singapore	ESG and CSR
P9	45	Male	Individual	MayBank	Senior Executive Vice President	Banking and Financial Institution	Yes	45k	Malaysia	ESG, CSR and FOW
P10	36	Male	Individual	MBSB bank	Senior Human Resource Manager	Banking and Financial Institution	Yes	1.4K	Malaysia	CSR

P11	39	Male	Individual	UOA Group	Chief Human Resources and Learning Officer	Property Development and Investment	Yes	1.5k	Malaysia	CSR
P12	49	Female	Individual	Prudential	Senior Manager Learning Catalyst	Life Insurance and Financial Services	Yes	40.92K	England	ESG, CSR and FOW
P13	50	Male	Individual	CIMA & UEMB	HR Head	Cement industry	No	5k	Malaysia	ESG, CSR and FOW
P14	33	Female	Individual	Shell	Global HR Consultant	Oil and Gas	Yes	86k	Netherlands	ESG and FOW
P15	45	Female	Individual	Kuwait Oil	HR Head	Oil	Yes	21k	Kuwait	ESG
P16	52	Female	Individual	S P Setia	Chief Human Resources Officer	Property Development	Yes	2k	Malaysia	ESG, CSR and FOW
P17	48	Male	Individual	Ipsos	Regional Syndicated Service Leader APAC and MENA Healthcare	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P18	47	Male	Individual	Gentari	Chief Venture Officer	Sustainable Energy Sector	No	241	Malaysia	ESG
P19	50	Male	Individual	DHL	Head of HR	Multinational Logistics, Courier and Package Delivery	No	600k	Germany	ESG, CSR and FOW
P20	40	Female	Individual	Pfizer Malaysia	Manager, People Experience	Multinational Pharmaceutical and Biotechnology	Yes	83k	United States of America	ESG, CSR and FOW
P21	46	Female	Individual	ConocoPhillips	Strategy and Integration	Oil and Gas	Yes	9.5k	United States of America	ESG, CSR and FOW

P22	42	Male	Individual	L'Oreal	Cluster Human Resources Director Malaysia and Singapore	Cosmetics	Yes	87k	France	ESG, CSR and FOW
P23	51	Male	Individual	Shell	Vice President HR	Oil and Gas	Yes	86k	Netherlands	ESG, CSR and FOW
P24	50	Female	Individual	CyPark	Deputy Chief Executive Officer	Renewable Energy	Yes	138	Malaysia	ESG, CSR and FOW
P25	49	Female	Individual	Celcom Digi	Head of HR Business Partner	Communications Conglomerate and Mobile Service Provider	Yes	4k	Malaysia	ESG and FOW
P26	54	Female	Individual	Alliance Bank	Group Chief Human Resource Officer	Banking and Financial Institution	Yes	1.2k	Malaysia	ESG, CSR and FOW
P27	50	Male	Individual	Petronas	Head of Human Capital Expertise	Oil and Gas	No	47.67k	Malaysia	ESG, CSR and FOW
P28	48	Female	Individual	Jotun	Group Head of Diversity and Inclusion	Paints and Coating	No	10k	Norway	ESG, CSR and FOW
P29	49	Male	Individual	SMRDC	HR Head	Oil and Gas	Yes	5k	Oman	CSR
P30	33	Male	Individual	WTW	Organization Consultant & Strategist	Insurance Services, Risk Advisory, and Consulting Solutions.	Yes	44.2k	England	ESG, CSR and FOW
P31	56	Female	Individual	Axiata	Senior HR Manager	Telecommunications	Yes	11k	Malaysia	ESG
P32	36	Female	Group	Ipsos	Project Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW

P33	38	Male	Group	Ipsos	Associate Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P34	36	Female	Group	Ipsos	Senior HR Manager	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P35	40	Female	Group	Ipsos	Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P36	52	Female	Group	Ipsos	HR Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P37	40	Female	Group	Ipsos	Research Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P38	38	Male	Group	Ipsos	Director	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW
P39	42	Female	Group	Ipsos	Strategic Thinker & Project Management Expert	Multinational Market Research and Consulting Firm	Yes	20k	France	ESG, CSR and FOW

i. Age Range:

The participants in the research represented a diverse range of age groups, with individuals aged between 30 and 50 years old. This age range indicates a cohort of senior and mid-career professionals with substantial experience and expertise in their respective fields. Their diverse backgrounds and career trajectories likely contribute to the richness and depth of insights gathered from the research.

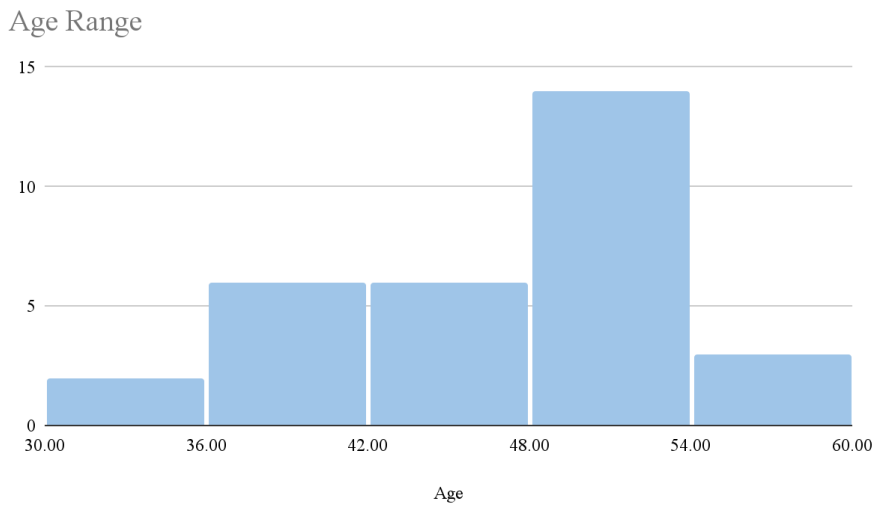


Figure 3.3 Age range of participants

ii. Gender Distribution:

The demographic analysis exhibited a balanced gender distribution, with nearly equal representation of male and female participants. The participants consisted of 20 (51.3%) women and 19 (48.7%) men. This gender parity reflects equitable diversity in the research process, ensuring that a wide range of perspectives and experiences are considered in the research's findings and recommendations.

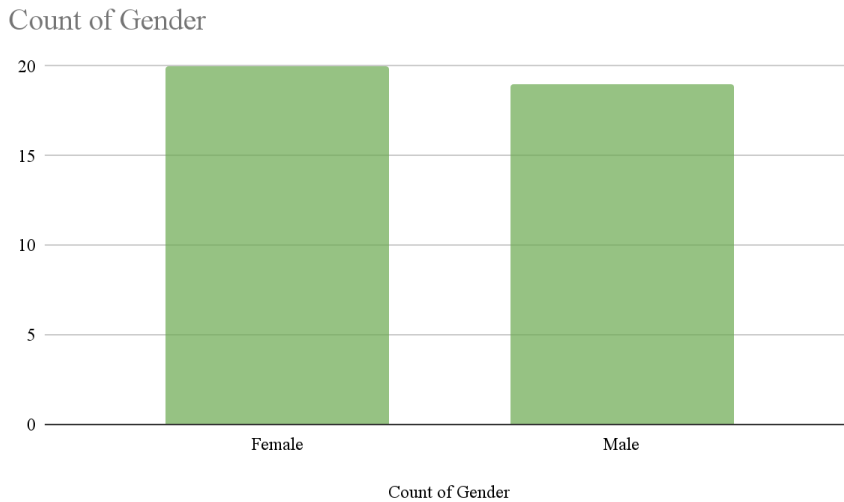


Figure 3.4 Gender distribution of participants

iii. Organisational Designations

Participants held a variety of senior leadership and managerial positions within their organisations, including Directors, General Managers, Chief Executive Officers, Vice Presidents, and Heads of various departments such as HR, Organisational Development, and Strategy. This diversity of organisational designations suggests a broad spectrum of perspectives and insights, ranging from strategic decision-making to operational implementation, contributing to the comprehensiveness of the research's findings.

3.5 DATA COLLECTION METHODS

There are a variety of methods of data collection in qualitative research, including observations, textual or visual analysis (e.g., from books or videos) and interviews (individual or group). However, the most common methods used are interviews or focus groups (Gill et al., 2008). In this research, qualitative data was collected through interviews and utilised established qualitative interviewing methods such as cognitive interviewing, focus-group and in-depth interviews.

3.5.1 Interview method

As interviews are a common method of gathering data, the type of questions asked during interviews can determine whether the responses obtained from participants are rich with data. There are three fundamental types of research interviews: structured, semi-structured and unstructured.

3.5.1.1 Semi-structured

The interview method the researcher used was that of semi-structured interviews. A semi-structured interview has been referred to as a 'conversation with a purpose' (Burgess, 1984), the characteristics of which include:

- The interviewer and respondents engage in a formal interview.
- The interviewer prepares a guide consisting of open-ended questions and discussion points that should be addressed during the interview, typically following a specific sequence.
- Open-ended questions allow for a broader exploration of the topic being investigated and enable both the interviewer and interviewee to delve into certain areas in greater depth. They generally include prompts to assist the interviewee in providing a thorough response.
- The interviewer adheres to the guide but is also capable of pursuing pertinent lines of questioning during the conversation, even if they deviate from the guide, when it seems suitable.

The reason why the researcher opted for semi-structured interviews is that they offer a flexible structure that enables the researcher to prompt or encourage the interviewee to provide additional information or to further discuss interesting points. This approach also allowed the researcher to explore new lines of inquiry based on what the interviewee was saying. Additionally, semi-structured interviews provide respondents with the freedom to express their opinions in their own words.

Unstructured interviews on the other hand, involve an exchange of ideas between the interviewer and the interviewee. These interviews are helpful when the researcher is trying to

identify crucial themes early on in the research process (Harding, 2013). To conduct these interviews effectively, one needs to have a certain level of understanding and experience in human resources and recruitment interviews and the success of such an interview depends on the techniques used to solicit the appropriate answers. The way a sentence is constructed, and its meaning influences the response, which may include varying degrees of meaning conveyed through pauses, facial expressions, and other verbal and non-verbal communications between the interviewer and interviewee (Cobin & Strauss, 2008). However, there are several considerations to consider when conducting unstructured interviews in that the researcher will face the challenge of cultivating a strong rapport with participants to facilitate meaningful engagement wherein, they actively contribute to the dialogue. Striking a delicate balance is also crucial; while it's imperative to foster a sense of connection, there exists a potential for bias that must be carefully managed.

Hence, the researcher's decision to utilise semi-structured interviews offers up an opportunity to mitigate the challenges of a completely unstructured interview while allowing the interaction to still remain more conversational and less rigid. This approach enables researchers to pose credible and pertinent questions, fostering a comfortable environment for participants to share their insights. Familiarity with the subject matter empowers researchers to delve deeper into the discussion, particularly concerning HRM readiness in GLCs and MNCs for the FOW, potentially leading to more insightful inquiries. Such nuanced interactions between interviewer and interviewee in unstructured interviews also tend to resonate with ontological assumptions of constructivism, where reality is seen as subjective and socially constructed. These interactions also reflect an interpretivist-connectivist epistemology, emphasising the importance of understanding and interpreting the meanings individuals attribute to their experiences within a social context.

3.5.2 Interview Guide

King & Horrocks (2010) suggest that when conducting interviews, using an interview guide can be beneficial. This guide outlines the main topics to be discussed during the interview. Unlike a structured questionnaire, there is no rigid sequence of questions to follow when using an interview guide as it allows for greater flexibility and adaptability which is in line with a semi-structured interview method as proposed above. In the view of constructionist philosophy adopted by this research, interviewees are responsible for constructing meaning, or in other words,

"recording how stories are a part of the reality they depict," (Silverman, 2010, p.129). As such, Silverman (2010) warns about the limitations of interview data and emphasises the importance of acquiring interview data using both "how" and "what" questions. This being so, the selected research questions above are deemed as suitable for the interview.

The initial template of interview questions was created using research, literature, and the conceptual framework to determine if the interview questions can provide relevant answers. Based on these fundamental elements, the interview questions were then mapped, and a preliminary template was developed (Table 3.4).

Table 3.4 Template for interview questions

<i>A priori</i> themes from literature	Initial Interview Questions	Literature Reference
Impact of the FOW	1. What do HR professionals perceive as FOW's impact on their organisation and why is it important?	Minbaeva, 2021; Rotatori et al., 2021; Cooke, Dickmann & Perry, 2022; McFarland et al., 2020
	2. How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?	Dhanpat et al., 2020
Effect of StHRM and SuHRM	3. How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals and what are the key challenges they face?	Harney & Collings, 2021; Lepak et al., 2006; Jiang et al., 2012
	4. What tensions exist between strategic hrm and sustainable hrm?	
Leadership	5. What role does leadership play in supporting HRM initiatives in the organisation?	Surie & Hazy, 2006; Saha et al., 2023

3.5.3 Pre-testing of Interview Questions

Pre-testing methods refer to techniques used to test survey instruments prior to the actual research to improve validity and identify any potential issues with word ambiguity (Hurst et al., 2015). Pre-testing involves a variety of methods that can be implemented before or during the

research, such as review by experts or respondent debriefing. Neglecting pre-testing can lead to incomplete or invalid data collection, making it an essential step in research projects (Hurst et al., 2015).

In this research, cognitive interviewing was employed as a pre-testing technique, through in-depth and focus group interviews. Cognitive interviewing is a promising pre-testing method that involves testing questions and research materials with individuals who have similar characteristics to the research subjects to gain valuable insights during the development of research instruments (Collins, 2003; Drennan, 2003; Willis, 1999). Cognitive interviewing is a pre-testing technique or diagnostic tool that identifies sources of response error in questionnaires by focusing on the cognitive processes respondents use to answer questions (Collins, 2003; Drennan, 2003). Individuals with similar characteristics to the research inclusion criteria can act as respondents in this process while content validity of the instrument can be determined through cognitive interviews. When utilising cognitive interviewing techniques, researchers will potentially gain insights to:

- How respondents perceive and interpret questions or tasks, focusing on their perspective rather than the researcher's original intent (Collins, 2003; Drennan, 2003).
- Identify issues related to wording and organisation that may result in misunderstandings and data gaps (Collins, 2003; Drennan, 2003).
- Analyse how language is employed within a specific context, such as a social or geographic setting, considering cultural norms, relevance, and expectations regarding word meanings and phrases, as these factors can significantly impact accurate interpretation and responses (Hurst et al., 2015).
- Calculate the estimated time needed to complete a survey or conduct an interview.

For this research, the cognitive interviewing method was used by performing in-depth interviews with 3 academic experts in the area of research and then by conducting a focus group interview with 8 senior leaders from an organisation that incorporated CSR, ESG and DEI

practices. The academic experts included Professors from the University of Nottingham Malaysia Campus, the , and the Asia School of Business. The focus group interviews were conducted with a group of senior leaders from the market research industry as well as the insurance industry. The two pre-testing methods are described in detail below.

3.5.3.1 Pre-testing with Academic Experts

One qualitative research technique is in-depth interviewing, which is conducting in-depth one-on-one conversations to learn more about a specific concept, initiative, or circumstance. This method is especially helpful when a researcher wants to learn everything there is to know about a subject's thoughts and behaviour or when delving further into novel topics (Boyce & Neale, 2006) as it encourages participants to think deeply about what they are seeing. In-depth interviews are also typically done one-on-one as the interviewee's responses can be the main focus of the researcher, who can also closely observe nonverbal cues like emotion and body language. Open-ended questions are also essential to in-depth interviews to inspire responses through narratives. Another important aspect of in-depth interviews is to establish a personal connection with the interviewee to foster comfort and confidence. In order to give nuance and clarify to the interviewee's perspective, the researcher can also use strategies such as inductive probing, follow up questions, and asking for explanations (Rutledge & Hogg, 2020). Table 3.5 outlines the initial questions with academic experts which were similar to the research questions identified in Chapter One.

Table 3.5 Initial Interview Questions

Initial questions
1. What do HR professionals perceive as FOW's impact on their organisation?
2. How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?
3. How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals and what are the key challenges they face?
4. What role does leadership play in HRM initiatives or practices in the organisation?

Through the cognitive interviewing process with academic experts, several common areas of improvement were highlighted. The academic experts emphasised the need for clarity and

precision, pointing out ambiguous or complex questions and suggesting clearer, more direct wording. They also focused on ensuring that questions were aligned with the research objectives and were not redundant, recommending the removal of unnecessary queries. To enhance the depth and breadth of the data collected, they suggested adding more probing or follow-up questions while also identifying any overlooked areas. Practical concerns such as the overall length of the interview and the logical flow of questions were also addressed to ensure the interview remained engaging and feasible. By incorporating such feedback, researchers significantly enhanced the quality and effectiveness of their interview questions, leading to more reliable and insightful data collection.

3.5.3.2 Pre-testing with Industry Leaders

Drawing from the academic experts' feedback and after the addition of probing questions, a focus group interview was then conducted with industry leaders to pre-test the interview questions further. Focus group interviews "combine the use of in-depth group interviews in which members are selected because they are a purposive sampling of a specific community, albeit not necessarily representative," with the group being "focused" on a particular issue." Rebiće, 2004). Accordingly, individuals in this kind of research are chosen based on the following factors: they are comfortable speaking with the interviewer and one another, they would have something to say about the subject, and they fall within the age range (Richardson & Rabies, 2001). This method of selection is associated with the idea of "applicability," whereby participants are chosen based on their familiarity with the field of research (Burrows & Kendall, 1997). Focus-group interviews stand out due to their unique group dynamics; as a result, the kind and scope of information produced by the group's social interaction is frequently richer and more in-depth than that of one-on-one interviews (Rabiee, 2004).

Based on the focus group interviews, further issues and areas for improvement were identified as outlined in Table 3.6. This helped in reviewing and enhancing the interview guide as highlighted in the following section.

Table 3.6 Issues identified when pre-testing with Industry Leaders

Issues
i. It was a challenge to follow a structured sequence of questions. Interviewees tended to jump and move from one subject to another.
ii. Some of the questions Were not relevant to some organisations: <i>Interviewer: "What about remote and hybrid work?"</i> <i>Interviewee: "I don't believe in remote and hybrid work. Even during MCO, I came to work."</i>
iii. Some participants did not truly understand some of the questions, for example e.g. the meaning of FOW or megatrends.
iv. Some participants did not understand the terminology such as strategic and sustainable human resource management, tensions, generativity and differentiating between hybrid and gig work.
v. Some participants did not understand the term generativity, which was a key concept of the research, hence the researcher had to explain explicitly.
vi. Some participants felt the questions Were more academic rather than being practical.
vii. Some of the responses to the questions Were unclear. Although the researcher tried to explain the context, it did not elicit enough appropriate answers.

While there may exist some discussions regarding the effectiveness of using in-depth interviews and focus groups, using both methods together can result in valuable data. This approach helps validate and reinforce the reliability of the data collected and allows the researcher to triangulate the data, leading to a thorough comprehension of the phenomenon being studied. Focus interviews also provide a broad perspective by capturing collective viewpoints, whereas in-depth interviews offer a detailed understanding of individual experiences. This type of mixed-methods approach improves the credibility and dependability of the results, resulting in an enriched research narrative and a nuanced understanding of the research topic. Table 3.7 outlines the unique and complementary features of both methods, providing insights into when they should be used and what kind of data they can generate.

Table 3.7 Focus group discussion versus in-depth interview (Hennick, 2014)

Focus group discussion versus in-depth interview	
Use Focus Group Discussions	Use In-depth Interviews
<ul style="list-style-type: none">• To capture a range of views and experiences• To discuss or explain issues• To explore new issues• To identify social and community norms• To seek broad community-level information• To observe group interaction	<ul style="list-style-type: none">• To seek individual perspectives• To identify individual narratives• To seek personal and sensitive information• To collect detailed in-depth information• To describe complex issues or processes• For geographically dispersed participants

3.5.4 Interview timeframe and modes of conduct

The interviews were conducted within the month of January 2024. Research participants were recruited through LinkedIn messages after having connected with the researcher at various conferences and events related to the FOW and human resources. Once participants were contacted by the interviewer on their intention to participate, the participants then provided their consent in order to fulfil ethical requirements. Interviews were conducted wither through online platforms or face-to-face interviews in various locations and lasted approximately 45 minutes. Table 3.8 provides a detailed overview of the dates of interviews, mode of interview and the duration for each participant. All interviews conducted face-to-face were recorded using a voice recorder after obtaining consent from the participants. The recordings were then transcribed verbatim using an online transcription platform and were subsequently reviewed by reading and editing to ensure the context and clarity. Thematic analysis was then performed to validate themes identified from literature in Chapter Two.

Table 3.8 Interview dates, mode and duration

Participant No	Date of interview	Mode of interview	Duration of Interview (min)
P1	6/01/2024	Face-to-face	45
P2	13/01/2024	Face-to-face	45
P3	12/01/2024	Face-to-face	45
P4	14/01/2024	Face-to-face	45
P5	4/01/2024	Face-to-face	45
P6	27/01/2024	Face-to-face	45
P7	1/01/2024	Face-to-face	45
P8	16/01/2024	Face-to-face	45
P9	27/01/2024	Face-to-face	45
P10	1/01/2024	Face-to-face	45
P11	24/01/2024	Face-to-face	45
P12	5/01/2024	Face-to-face	45
P13	9/01/2024	Face-to-face	45
P14	8/01/2024	Face-to-face	45
P15	19/01/2024	Face-to-face	45
P16	31/01/2024	Face-to-face	45
P17	27/01/2024	Online	45
P18	12/01/2024	Face-to-face	45
P19	13/01/2024	Face-to-face	45
P20	31/01/2024	Face-to-face	45
P21	27/01/2024	Face-to-face	45
P22	17/01/2024	Face-to-face	45
P23	20/01/2024	Face-to-face	45
P24	20/01/2024	Face-to-face	45
P25	22/01/2024	Face-to-face	45
P26	27/01/2024	Face-to-face	45
P27	27/01/2024	Face-to-face	45
P28	7/01/2024	Face-to-face	45

P29	1/01/2024	Face-to-face	45
P30	24/01/2024	Face-to-face	45
P31	10/01/2024	Face-to-face	45
P32	15/01/2024	Face-to-face	45
P33	15/01/2024	Face-to-face	45
P34	15/01/2024	Face-to-face	45
P35	15/01/2024	Face-to-face	45
P36	15/01/2024	Face-to-face	45
P37	15/01/2024	Face-to-face	45
P38	15/01/2024	Face-to-face	45
P39	15/01/2024	Face-to-face	45

3.5.5 Review of interview guide through cognitive interviewing

Drawing from the experience of conducting the focus group interviews with academic experts and industry leaders respectively, the researcher was able to review the questions and simplify them prior to the face-to-face interviews. Applying the cognitive interviewing method also allowed the researcher to improve the interview guide and gain a better understanding of how to conduct the interviews in a way that drew more from all the participants.

In regard to the challenges that arose, they were primarily related to the structure, relevance, understanding and clarity of the questions. Additionally, as some of the responses to the questions were unclear, the researcher had to provide more context and examples in the probing question which helped participants provide clearer and more focused responses. As it was difficult to follow a structured sequence of questions, the researcher also ensured that the follow up questions more flexible and conversational, allowing for a natural flow of discussion. This was more conducive to allow the interviewee to share their thoughts and move from one topic to another without breaking their trend of thought even if they had moved to the next question or topic. By not interrupting them, the interviewer was also able to see how the interviewees connected different key themes e.g. FOW or StHRM together. The interviewer then only proceeded on with the next question was the interviewee had exhausted all aspects of the topic.

Verbal probing was also employed where the interviewer asks a set of probing questions crafted to extract comprehensive information beyond what respondents typically offer (Willis & Artino, 2013). This usually occurs when interviewees were not able to understand the question or to elaborate on their responses. This more proactive approach was useful in delving deeper into the reasoning behind the respondents' answers to encourage elaboration without following a rigid sequence of questions. Some of the methods employed during probing, included explaining concept in more depth such as explicitly asking for participants' understanding of terms like 4IR, DEIB, before diving into their impact. Similarly, it was used when participants did not have knowledge of particular terminology such as that of StHRM and SuHRM. When addressing the existence of tensions between the two, the researcher also realised that to elicit responses rich with data, it was important to separate the question into two parts and to elaborate upon each of them. Similarly, some participants had also never come across the concept of and the researcher also had to explain its meaning. Table 3.9 illustrates examples of a before and after of the evolution to more in-depth probing.

Table 3.9 Evolution of interview questions to in-depth probing

Initial questions	Issues	Techniques applied and probing questions utilised
<p>1. What do HR professionals perceive as FOW’s impact on their organisation?</p> <p>2. How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?</p> <p>3. How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation’s goals and what are the key challenges they face?</p> <p>4. What role does leadership play in HRM initiatives or practices in the organisation?</p>	<p>i. It was a challenge to follow a structured sequence of questions. Interviewees tended to jump and move from one subject to another.</p> <p>ii. Some of the questions Were not relevant to some organisations: <i>Interviewer: “What about remote and hybrid work?”</i> <i>Interviewee: “I don’t believe in remote and hybrid work. Even during MCO, I came to work.”</i></p> <p>iii. Some participants did not truly understand some of the questions, for example e.g. meaning of FOW or megatrends.</p> <p>iv. Some participants did not understand the terminology such as StHRM and SuHRM and difference between hybrid and gig work.</p> <p>v. Some participants did not understand the term generativity.</p> <p>vi. Some participants felt the questions were more academic rather than practical.</p>	<p>Interviewer applied for a more free-flow form of questioning.</p> <p>Interviewer stepped in to explain certain terminology drawing from definitions as gathered from literature review.</p> <p>Clarifying and probing questions:</p> <p>1. What is your understanding of 4IR, Gig work, remote and hybrid work, ESG and DEIB and what impact do these megatrends have on organisations?</p> <ul style="list-style-type: none"> - Why is it important to understand the impact of the megatrends? - How can organisations develop better awareness of the impact? - How important is it for organisations to prepare for the future? - What is your understanding of generative capability and how can it drive sustainability in the workforce of organisations? - Is the ability to understand the environment, adapt to it and generate new solutions important to your organisation? - How does your organisation generate new ideas, new learning? - How do you innovate and build new solutions? - How important is this in driving a sustainable and resilient workforce? <p>2. How can HR professionals navigate the impact of FOW for business success and organisational sustainability?</p> <ul style="list-style-type: none"> - Why is navigating these megatrends important? - How do you navigate the megatrends in your organisation to ensure your organisation remains profitable and achieves its business goals? - Do you have policies to support overall sustainability? - What kind of sustainability policies or initiatives do you have in place?

	<p>vii. Some of the responses to the questions were unclear.</p>	<p>3. How can organisations draw on SHRM and SuHRM to achieve their organisation's goals?</p> <ul style="list-style-type: none"> - What kind of HR policies do you have to drive business success? - What kind of HR policies do you currently have in place to drive business sustainability, especially in regard to the people and the planet? - Do tensions exist between profit and supporting people policies? - What tensions, if any, exist between driving ESG or sustainability policies and profit? - Does your organisation have a clear purpose? - Why is organisational purpose important? - How does purpose drive organisational goals? <p>4. What role does leadership play in HRM initiatives or practices in the organisation?</p> <ul style="list-style-type: none"> - What kind of leadership does your organisation need to navigate the key megatrends currently impacting organisations? - Why is it important for leadership to continuously generate solutions for the sustainability of future generations? - How do you ensure the leadership is able to support the resilience and sustainability of your organisation and your workforce?
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3.6. THEMATIC ANALYSIS

Thematic analysis is a qualitative research approach that researchers use to systematically organise and analyse complex data sets. It is a search for themes that can capture the narratives in the account of data sets. Themes are abstract expressions that can take various forms such as text, images, sounds, or objects and should be connected in some way to the abstract themes. It also involves the identification of themes through careful reading and re-reading of the transcribed data (King, 2004) in a rigorous thematic analysis approach to produce insightful and trustworthy findings (Nowell et al., 2017).

Thematic analysis can be made in both deductive (top-down) and inductive (bottom-up) ways (Braun & Clarke, 2006). This research employed both methods. The deductive approach was explicitly researcher-driven allowing the researcher to analyse the data in relation to their theoretical interest in the issues being investigated (Braun & Clarke, 2006) and began with the analysis of the themes identified through the literature review. The deductive approach was then used to develop the '*a priori*' themes' from the characteristics of the phenomenon being studied (Blaike, 2007). In the initial phase of the research, the inclusion and exclusion of '*a priori*' themes involved some level of discourse analysis to identify and analyse key repetitive words as well as specific terms related to the selection of suitable elements, metaphors or analogies used. By doing so, the resulting dataset would be an accurate representation of the research subject (Ritchie & Spencer, 1994). In regard to the inductive analysis, the data was coded without trying to fit the themes into a pre-existing coding frame or the researcher's preconceptions about the research (Brown & Clark, 2006). So, themes emerge through the data itself without paying attention to the themes included in other studies. As such, themes were strongly linked to the data instead of the researcher's theoretical interest in the topic. Lastly, theoretical sensitivity was also considered for a comprehensive thematic analysis. Theoretical sensitivity is known as the capacity of a researcher to utilise their personal and professional experiences, along with their knowledge of the methodology, to evaluate data in an abstract way that accurately reflects reality, thus leading to the development of theories. (Hallberg, 2006). This ensures the researcher can utilise both empirical and secondary data to develop the themes.

It is also important to note that, thematic analysis is a constant-comparative method that involves revising the themes in a systematic way (Cavendish, 2011) so that the final product is of good quality. Nevertheless, analytic procedures are not a linear series of steps but rather an iterative and reflective process and involves a constant moving back and forward between phases as the researcher discovers new themes or decide to present them differently from the initial analysis. In this research, this methodology was also utilised to add and validate any new knowledge found through the interview data to reach well-rounded, distinct and relevant themes to answer my research questions.

3.6.1 Thematic Development and Analysis

To maximise the overall depth of my analysis, this research employed both deductive and inductive approaches to develop *a priori* themes where applicable in the research (Table 3.10). Initially, a deductive approach was used to shape these themes, achieved through analysing data from literature reviews. Braun and Clarke (2006) recommend ensuring that themes exhibit internal homogeneity (coherence and consistency) and external heterogeneity (clear distinctions between themes).

Table 3.10 Development of Sub-themes and *A Priori* Themes

Literature Review	Sub-Themes	<i>A Priori</i> Themes
Tortorella & Fettermann, 2017; Wiggins et al., 2020; Pawellé & Francoeur, 2022; Cooke, Dickmann & Parr, 2022; Sorensen et al., 2016; Ferdousi & Abedin, 2023	<ul style="list-style-type: none"> - 4IR - Hybrid and Remote Work - Gig Work and Third-Party Contracts - Diversity, Equity, Inclusion (DEI) - Employee Wellbeing - Environmental, Social, Governance (ESG) 	FOW Trends
Minbaeva, 2021; Dhanpat et al., 2020; Harney & Collings, 2021; Lepak et al., 2006; Jiang et al., 2012; Collings & Mellahi, 2009; Wright & McMahan, 1992; Marler & Fisher, 2013	<ul style="list-style-type: none"> - Natural disasters - Socio-economic crises - Job automation - Digital divide - Unhealthy lifestyles - Harmful workplaces - Resource depletion - Ecosystem erosions 	FOW Impact
Sarasvathy, 2001; Avital & Te'eni, 2009	<ul style="list-style-type: none"> - Absorptive - Adaptive - Generative Capacity 	Organisational Solutions
Flores, Xu & Lu, 2020; Davidescu et al., 2020; Fletcher & Bearegard, 2022; Dabić et al., 2023; Cannella & Sy, 2019	<ul style="list-style-type: none"> - Strategy and Foresight - Organisation Design - Policies and processes - Leadership and culture - Change management and Innovation practices - Organisational learning and growth 	HRM Solutions
Dickmann & Parry, 2022; Franca et al., 2023; Santana & Cobo, 2020; Dabić et al., 2023; Schultz, 2021; Saha et al., 2023; Chandrasekaran, 2021	<ul style="list-style-type: none"> - Purpose and values - Strategy and Foresight - Organisation Design - Policies and processes - Leadership and culture - Change management and Innovation practices - Organisational learning and growth 	Leadership
Tooranloo et al., 2017; Stahl et al., 2020; Udokporo et al., 2020; Pawellé & Francoeur, 2022	<ul style="list-style-type: none"> - Profit, People, Planet and Purpose 	Value

To summarise the table above, the themes were then laid out in in a diagrammatic form as per Figure 3.5 below.

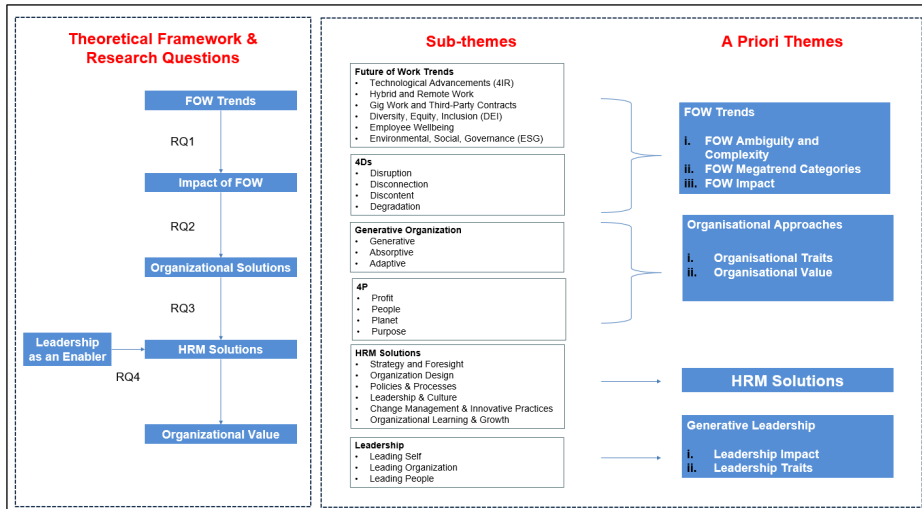


Figure 3.5 Development of *a priori* themes

Subsequently, the researcher applied inductive analysis to the interview response data to validate the initial *a priori* themes. This step is crucial to ensure adherence to the principles of the constant comparative method, aiming for high-quality results. At this stage, unexpected themes also emerged and a substantial number of inductive subthemes and new insights surface during the analysis of the interview data. As such, various themes or sub-themes might be merged with others, discarded, or newly discovered, significantly altering the main themes. This stage is vital in thematic analysis as refining and defining themes involves "identifying the essence of what each theme is about (as well as the themes overall) and determining what aspect of the data each theme captures" (Braun & Clarke, 2006).

In addition to the thematic development process that is based on both literature and interview data, this research further employed data analysis to validate the findings. The recorded transcriptions were uploaded into the Qualitative Data Analysis Software, NVivo Version 14 and

analysis conducted to comprehend and interpret the collected data. This is because research questions aren't simply addressed through data analysis but are also discovered through interpreting the analysed data, emphasising the importance of "making sense of data" so that interpretation and analysis continuously engage in an intricately connected process. When the data was further transcribed and patterns began to emerge, it was also found that the data comprised of a blend of substantial and extraneous information. This required the researcher to then sift through the data, separating relevant information from the rest in order to pinpoint only data pertinent to the research objectives. NVivo software through the coding process and cluster analysis was subsequently used to create diagrams to identify any additional patterns and strengthen further arguments emerging from the themes. Figure 3.6 illustrates a step-by-step process of development and validation of the themes.

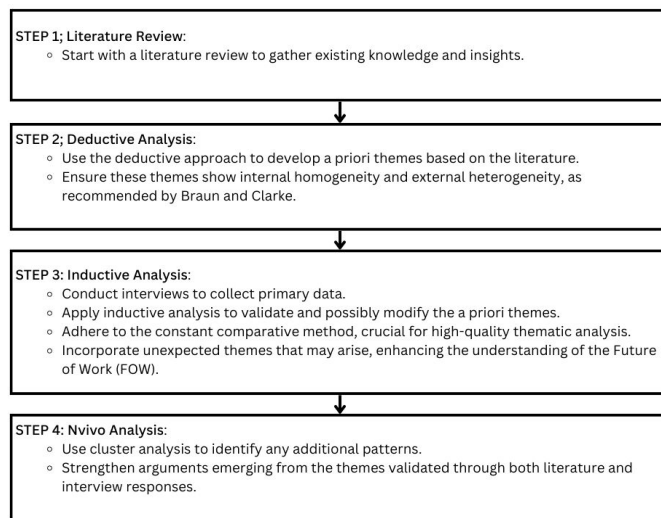


Figure 3.6 Illustration of the development and validation of themes.

3.8 VALIDITY AND RELIABILITY

A number of recommendations have been made about the validity of qualitative research. These can be broadly categorised into two groups: intrinsic (exclusively dependent on the

qualitative research setting) and extrinsic (based on criteria imported from quantitative research and modified to qualitative research). According to others, the second choice is better since it boosts the legitimacy of qualitative research (Morrow, 2005). Three main principles are involved in evaluating research: generalisation, reliability, and validation.

This research addressed validity and reliability in regard to research agenda, data collection and process. The reporting of the findings was influenced by CreWell's (2013) research stance and as suggested by Creswell (2013), qualitative researchers should consider using a minimum of two validation strategies in their studies. The key viewpoints on validity and standards are stated below:

- Accuracy of findings best described by the researcher and participants
- Research report presented is a representation by author
- Validation strategies
- Prolonged and persistent observation
- A detailed and thick description
- Closeness of the researcher to participants
- Peer review and debriefing
- Negative case analysis
- External audits
- Member checking

Based on the above, this research meets and surpasses the minimum requirement by incorporating validation and standards.

- i) For one, triangulation from different data sources based on the interviews conducted at the mid-way point (20 interviews) was used as a validation strategy to ensure that emerging themes were convergent and congruent. This was conducted both on a thematic basis as well as through NVivo analysis.
- ii) Secondly, member checking was also used for validation to determine the accuracy of the findings as themes were shared back to the participants after the mid-way point to determine accuracy and was validated by interviewees. For example, interviewees confirmed that the 4Ds were key components of the impact of FoW and that tensions

did exist amongst the 4Ps. They also supported the need for generativity from both an organisational and a HR perspective.

- iii) Prolonged time was also spent in the field due to the relevance of the work conducted by the researcher in the areas of workforce transformation. For example, the researcher was working on a human resource and digital transformation project for a large corporation while conducting the research, which validated much of the findings in regard to the impact of technology on upskilling, reskilling and workforce optimisation.

3.8.1 Trustworthiness of the method

A method's trustworthiness is determined by a number of processes, including the meticulous and transparent explanation of each methodological step employed in the research process, from the selection of participants and research questions to the data collection and analysis (Hill et al. 1997; Morrow, 2005). A set of methods for determining trustworthiness — credibility, transferability, dependability, and confirmability — was put out by Lincoln & Guba (1985). These requirements cover a variety of approaches; for instance, establishing credibility could entail peer debriefing or triangulation (sources, methodologies, and investigators) (Lincoln & Guba, 1985). Trustworthiness also included using a reliable qualitative tool. This allowed the researcher to gain an understanding of whether the methodology was well suited for the research.

In regards to this research, reliability was established by several means. One such way included the methodical checking of transcripts for the correct interpretation of data by using both a transcription tool as well as a further follow up and read through for accuracy and context. Secondly, both deductive methods of coding were utilised through thematic templates as well as NVivo coding. This allowed for the codes and themes to be validated both from a top down and bottom-up perspective.

3.8.2 Coherence of the results

According to Ricoeur (1986), an effective methodology advocates for an iterative relationship between descriptions, interpretations, and collected data, guided by a circular logic of hypothesis and confirmation. This dialectic was consistently maintained until comprehensive meaning structures emerged. The principle that interpretations derive from data, and that

conclusions and abstract constructs are transparently linked to the data's context and content, is endorsed by various qualitative methods (Stiles, 1993; Hill et al., 1997; Morrow, 2005). Rennie et al. (2002) also argue that abduction, theoretical deduction, and induction can collaborate in data analysis, drawing from Pierce's theory of inference.

For this research, the researcher systematised basic meanings and reliable interpretations, addressing the research questions by establishing an analytical framework and linking back the RQs and ROs to the framework. Furthermore, the researcher integrated theories into the data analysis process, akin to approaches in conversational analysis. This demonstrates the researcher's adeptness in incorporating theoretical perspectives into the analytical framework, thereby enriching the interpretive process.

3.8.3 Transferability and application of results

The consistency and plausibility between the data and the interpretations are also concerned with how those interpretations may contribute to a furthering or even change in the knowledge about the subject of research. New viewpoints and understandings of the phenomenon must be made possible by interpretations (Polio, Henley & Thompson, 1997). The paradigms that surround qualitative research encourage significant epistemological shifts, which in turn modify the idea of generalised truth. For this reason, the findings of qualitative research are regarded as tentative rather than universally established (Stiles, 1993). But the goal of qualitative research is to define and build ideas and conceptual frameworks that are transferable to different contexts. Chapter Two proposed that the research findings were aimed at benefiting areas of research, academia, different industries and government bodies. This is further discussed in Chapter Five through recommendations of the findings.

3.9 ETHICAL CONSIDERATIONS

Throughout the research process, the researcher followed a strict set of ethical guidelines as outlined in the Research Ethics Review Form of the Nottingham University Business School (Appendix A), to ensure the accuracy and reliability of the research findings. The researcher made sure to maintain the anonymity, privacy, and confidentiality of the research participants by not asking any personal questions. The participants were required to sign a participant consent form

(Appendix E) before being interviewed for the research. This was to ensure that they were aware of how the research was being conducted and that their participation was voluntary. The participants were also provided with a privacy notice (Appendix D) which outlined specifications such as length of data storage, right to withdraw from the research and right to access data collected.

The research was also conducted in accordance with the University of Nottingham Malaysia Research Policy and the relevant research ethics documents, such as interview questions, consent forms, and sample letters, were submitted to the Nottingham University Business School research ethics committee for approval before conducting any primary research. The goal was to address all ethical concerns related to the research before, during, and after the process. The School Research Ethics Committee approved the necessary forms, and the research project was deemed suitable for implementation.

3.10 CONCLUSION

The chapter presents the cognitive processes involved in determining the research direction and decision-making, as well as different perspectives on the methodology used. It describes the research journey, illustrating how the intended research connects with the actual events that took place. Furthermore, it combines current theoretical foundations with practical outcomes that are desired. The chapter addresses the development of research questions and objectives to address the challenges discussed in literature. It also elaborates on the use of qualitative research in the research and the criteria for the research sample. The chapter serves the purpose of elaborating on the development of themes for the research and their analysis. Additionally, it highlights the validity and reliability of the measures as well as the ethical implications.

CHAPTER FOUR
FINDINGS AND ANALYSIS FOR THEME 1 AND THEME 2

The aim of this research was to explore and understand the changes brought about by FOW and its impact in order to identify potential ways to solve it. Building upon the research objectives, questions, theoretical framework, and literature review, four a priori themes and sub-themes were developed, as explained in Chapter Three. These themes served as a guide for developing interview questions and shaping the discussions during the interview process. Data was further collected through one-to-one and focus group interviews using a semi-structured interview technique and were subsequently, transcribed, coded, and analysed using the template analysis method as well utilising the NVivo cluster analysis to probe for any new patterns, thereby strengthening the quality and depth of these themes and their findings. The *a priori* themes and sub-themes are captured in the diagram below.

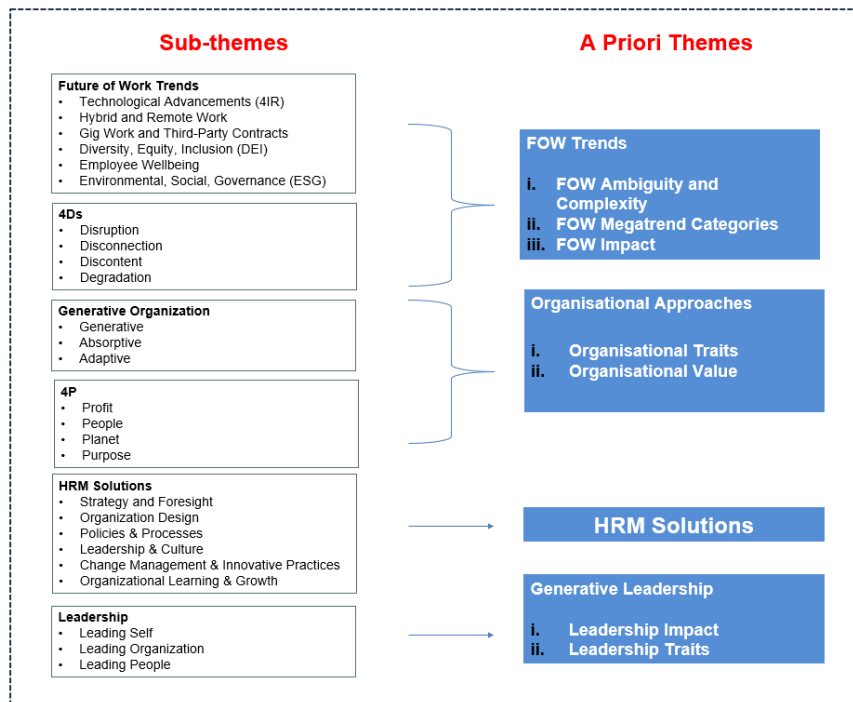


Figure 4.1 *A priori* and sub-themes

4.1 CHAPTER OVERVIEW

In this chapter, the results and findings of the qualitative interviews are used to validate findings from Chapters Two and Three in regard to RQ1 and RQ2. The chapter begins with a sentiment analysis and substantiation of the ambiguity surrounding FOW. Subsequently, the key FOW literature, reviewing it against participant responses to verify them. Then, NVivo analysis is applied to the interview data to probe for any new patterns, thereby strengthening the quality and depth of these themes and the findings. The NVivo cluster analysis will also detail overlaps of the key themes, and lastly the chapter will outline the application of these themes where relevant and conclude by summarising the results and findings.

Sentiment Analysis of Fow Responses

Based on the insights from the responses, NVivo analysis was conducted to explore the sentiments expressed by respondents dealing with a complex VUCA environment. Analysis found a range of sentiments regarding the FOW, varying from neutral to moderately positive (Figure 4.2). This suggests that organizations are inclined to embrace the FOW and expect favourable outcomes. The observed positivity may come from a belief in the opportunities ahead and a commitment to leveraging them for success. A neutral stance may indicate recognition of the challenges in the evolving work dynamics. This balanced viewpoint is supported by forward-thinking efforts in strategic planning, skill development, and alignment with emerging trends, showing an awareness of challenges and an optimistic outlook toward seizing opportunities in the evolving FOW paradigm.

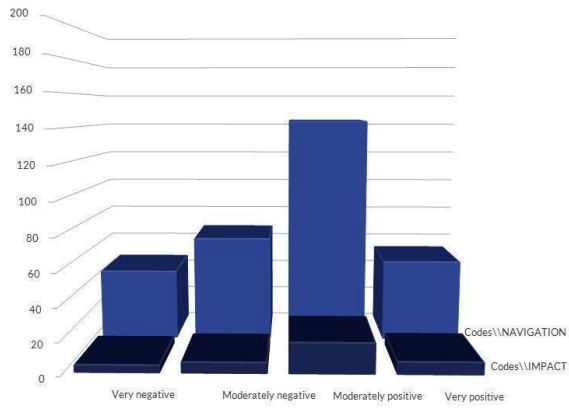


Fig 4.2 Sentiment for RQ1, RQ2 and RQ3



Fig 4.3 Sentiment for RQ1, RQ2 and RQ3

4.2. A PRIORI THEME 1: AMBIGUITY & COMPLEXITY

This theme was identified in relation to **RQ1**: What is the impact of the FOW on organisations? It validates Chapter Two literature review research relating to FOW's ambiguity. from the previous chapters based on literature review and thematic analysis to answer. A general finding from Chapter Two regarding the nature of the Future of Work (FOW) revealed its VUCA characteristics, indicating that it is extremely complicated to understand and navigate. This posed a challenge due to the lack of relevant literature and clear definitions concerning the FOW. These findings are confirmed by the interview responses gathered, which are detailed below.

“What's happening in the post-COVID world is that we're in a state of flux in trying to figure out what that post-COVID world's way of working is.”

“We need to know how to deal with FOW. This requires the willingness to innovate and certain capabilities to deal with ambiguity which combines openness with cognitive ability.”

“We are always faced with ambiguity. How do you view and get through the noise, and then see what is important?”

Based on these responses from the interviews conducted, FOW is indeed considered as ambiguous or VUCA as the quotes resonate with the sentiments expressed.

4.3. A PRIORI THEME 2: FOW TRENDS

In this section, the researcher examines the interview responses in relation to **RQ1**: What is the impact of the FOW on organisations? It presents findings for the first theme which is on the FOW trends identified. Six prevailing megatrends that drive FOW were identified and each trend was distilled from research studies to ensure that the categories were independent, mutually exclusive and exhaustive (Malakoane et al., 2020), constituting a comprehensive mapping of current trends and challenges across different sectors, grounding the research in contemporary research findings. These trends were then further validated through the inductive process by

analysing the interview responses and new findings used to refine the sub-trends and the final key trends.

Table 4.1 Trends of FOW

<i>A Priori</i> FOW Categories	Emerging Sub-categories
Technological Advancements (4IR)	Automation
	Artificial Intelligence (AI)
Hybrid and Remote Work	Globalisation
	Remote work
Gig Work and Third-Party Contracts	Autonomy
Diversity, Equity, Inclusion (DEI)	Diversity
	Equity
	Inclusivity
Employee Wellbeing	Employee Health and Safety
Environmental, Social, Governance (ESG)	Sustainability (SDGs)
	Climate Change
	Corporate Social Responsibility (CSR)

4.3.1. Fourth Industrial Revolution

In Chapter Two, the researcher identified the Fourth Industrial Revolution (4IR) as one of the key megatrends. Following the interviews and the inductive analysis presented in the table above, this was confirmed. In addition, the interview responses also enabled the researcher to refine the definition of 4IR by identifying its sub-themes of automation, digitalisation, and artificial intelligence (AI) which are integral to the broader concept of 4IR. Another prevalent finding among interview participants was the tendency to use the terms automation, digitalisation, and AI interchangeably. However, it is essential to clarify that while automation, digitisation, and AI share similarities, they are distinct concepts because there is no consensus on the definition and concepts of AI and digitalisation as of yet. As such each of the subthemes have also been defined to fit the explanation of the interviewees. In the interviews, the respondents often use words such as “data analytics” and “digital tools” in the context of connectivity, to describe digitalisation. This is line

with the definition of digitalisation outlined in Chapter Two. Lastly, according to Chapter Two, artificial intelligence (AI) is recognised as a recent development involving machine learning, intelligence-driven robotics, etc.

In addition, interview data revealed that 4IR technologies are significantly transforming the job market. This is in line with the literature review in Chapter 2 which states that the integration of AI, robotics, and advanced engineering to enhance efficiency and interconnectedness (Pypenko & Melnyk, 2021; Brennen & Kreiss, 2016; Goldberg, 2012). Respondents confirm that automation is reshaping workflows, introducing both opportunities for enhanced efficiency and innovation, while also posing challenges like skills gaps and job displacement. Despite these however, it is still key that human skills such as critical thinking, creativity, and emotional intelligence remain highly relevant as they complement the capabilities of machines. Hence, technology is not meant to replace humans but to augment work, elevating the value brought about by humans. This is critical as this research expands on existing literature by highlighting the importance of human-machine collaboration (Jahari, 2018) within an 'ecosystem' where both can co-exist and complement each other. This integration is crucial for leveraging automation's potential while mitigating job insecurity and ensuring equitable access to technological skills. By fostering collaboration, organisations can bridge skills gaps and create a more inclusive, adaptable workforce, contributing to long-term sustainability.

Table 4.2 4IR Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p><i>P8: "Competency in digital transformation, particularly in AI, is becoming increasingly crucial. Even in HR, the need for AI knowledge is paramount. While data and digital insights have been essential for the past five years, looking forward, AI competency will be a key requirement for HR professionals over the next decade."</i></p> <p><i>P9: "People also suggest that jobs will become digital, and with automation, individuals may be replaced by robots. However, I believe that the human race has yet to fully utilise its potential. So, in that sense, we are moving towards an ecosystem rather than delivering a vertical product."</i></p> <p><i>P16: "In anticipating the future, it's essential to rely on analysed data to construct a framework for informed decision-making, rather than operating blindly. Gathering pertinent data serves as the foundation for this approach."</i></p> <p><i>P20: "For me, automation and AI initially appear as advantageous elements. However, I've simplified my perspective to consider that disruptions often occur in processes or in the comprehension required by people."</i></p> <p><i>P22: "Where is the future of my efforts headed? Take, for example, data analytics and digitalisation—these are significant areas of focus for us. Technology, including AI, will drive future work, leading to productivity improvement and evolving job roles. This will create new jobs but also make some roles redundant. There will also be a demographic shift with more Gen Y and Gen Z, leading to a digital-savvy workforce."</i></p> <p><i>P26: "I've seen technology evolve from machines to AI, and now it's about using it to help people generate profit. It's not a straight line; it's about using it as a mediator to achieve balance and maximise profit through different thinking and design."</i></p>	<p>Automation Digitalisation AI</p>	<p>4IR</p>

4.3.2 Hybrid and Remote Work

In Chapter Two, Hybrid and Remote Work were identified as significant megatrends and combines office and remote work to boost work-life balance and employee autonomy (Wilmot et al., 2014; Hopkins & Bardoel, 2023; Neeley, 2021; Santana & Cobo, 2020). The interviews and the inductive analysis depicted in the table below reaffirmed this focus. Responses from these interviews also enhanced the understanding of Hybrid and Remote Work by distinguishing between the two.

The respondents noted that there was a shift towards hybrid work in the longer term not only as a response to COVID-19 but as a response to the wellbeing needs of their workforce, impacting work-life balance while allowing for further flexibility and autonomy. This is beneficial in attracting employees as well as in supporting employee retention.

However, an analysis of the responses also illustrated that hybrid work models were fundamentally reshaping and disrupting traditional workplaces and job roles, ushering in a paradigm shift in how teams collaborate and operate (Cooke, Dickman & Perry, 2022) and the how management will need to lead a hybrid and remote workforce. Hybrid and remote workers may not feel included or treated fairly, leading to disconnect among team members, stemming from the lack of interaction in remote or hybrid work arrangements. This often leads to feelings of isolation, inequity, or dissatisfaction with work-life balance among employees.

Consequently, organisational culture and employee engagement may suffer, leading to a degradation in productivity and overall wellbeing within the workforce. The paradigm shift demands a revaluation of existing frameworks in the literature, particularly regarding organisational flexibility, leadership, and employee engagement.

Table 4.3 Hybrid and Remote work Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p>P4: “Hybrid work is a classic example of the change I saw through Covid. I saw that many people realised that I don't need real space to accommodate people. In a way, people agree that I can meet and make decisions virtually.”</p> <p>P6: Business leaders and HR leaders need to make changes to attract, retain, and engage a workforce that is demanding hybrid work and a better work-life balance.”</p> <p>P7: “Given the hybrid work strategies like the three-day, four-day, or two-day weeks, and shorter working hours to accommodate everyone, it's imperative that governments consider these changes now. This isn't just a future concern, it's an imminent issue that needs immediate attention.”</p> <p>P8: “When considering the future, it's crucial to examine the impact on the people's side. I've observed evolving dynamics in remote management and workforce structures, with an increasing shift toward hybrid models. This trend is likely to continue, leading to a predominantly hybrid workforce.”</p> <p>P9: “This work disruption will not just be hybrid but work from anywhere. It's no longer in the future but more importantly, where does talent come from going forward? They come from everywhere. It will be global. I probably would have coffee here while talking to someone in a different time zone.”</p> <p>P25: “Many digital developers prefer unconventional work hours and remote work, but some employees in my large organisation feel wary about this flexibility and whether it's acceptable to their peers. This lack of support can create discontent.”</p>	<p>Globalisation</p> <p>Hybrid work</p>	<p>REMOTE AND HYBRID</p>

4.3.3 Third-Party Contract & Gig Work

In Chapter Two, the researcher also recognised Gig Work as a notable megatrend. For example, autonomous service work today enabled by internet connectivity (Schultz, 2020; De Stefano, 2016 ; Ren & Jackson, 2020), allowing for platform work to be offered by gig workers outside of the formal full-time employment contract.

Although there was initial confusion amongst HR practitioners when distinguishing between hybrid and gig workers, often equating gig work with hybrid work as similar due to their remote work arrangements, the interviewees still confirmed that gig work was now option in determining their workforce composition. As outlined by the participants, gig work is increasingly seen as a versatile employment format, encompassing roles such as independent contractors, freelancers, on-call staff, temporary agency or contract firm employees, and online platform workers, for instance, trends for services like Grab (Schultz, 2020). Following the interview analysis, it was also found that gig work will continue to reshape the labour landscape, potentially causing organisations to face pitfalls if they don't adapt. These findings add to literature in that both gig work is driven by the growing need for flexibility and autonomy in the modern workforce (Dhanpat et al., 2020) and underscores the importance of developing strategies that accommodate these evolving work preferences while maintaining employee engagement, cohesion, and job security.

Nevertheless, despite the fact that gig work can support a flexible workforce model, it was also found that it can also create a disconnect among team members and lead to discontent due to the transient nature of the work. This can degrade job quality and stability without adequate protections and regulations. By addressing these factors, the findings highlight the critical need for organisations to adapt to new labour models that prioritise both flexibility and sustainable work environments while ensuring they manage the fall out of a non-traditional workforce.

Table 4.4 Gig work Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p>P5: <i>“There are going to be some roles where people are going to be increasingly working remotely but these are going to be specific roles, like gig workers and software engineering.”</i></p> <p>P6: <i>“I think a huge percentage of the workforce in any market is starting to question the way they work and the way they live. In other words, their economic activity and their lifestyle are being questioned right now. You can see this due the popularity of hybrid work, technology and gig workers.”</i></p> <p>P9: <i>“The job workforce today comprises permanent employees, part-time workers, but there is an increased trend in the gig economy, and freelancers. So, it's going to be a very complex workforce and dynamic force.”</i></p> <p>P25: <i>“This generation of workers, often engaged in project-based or gig work, tends to prioritise flexibility over monetary benefits as their primary incentive.”</i></p> <p>P26: <i>“Startup organisations are primarily focused on managing their workforce, and they get advantage by utilising those in the gig economy.”</i></p> <p>P27: <i>“As I go further, because of the advancement of technology, what I saw is the future of work is about the work of passion, work of professions and work of gigs. These are the three and all three are technology driven.”</i></p> <p>P40: <i>“In many organisations, people have the flexibility to work in various roles. They may have talents that aren't fully utilised in their current job, so there should be an internal platform for them to make use of those talents.”</i></p>	<p>Gig worker</p> <p>Third Party</p> <p>Contractor</p> <p>Freelancing</p>	<p>THIRD PARTY AND GIG WORK</p>

4.3.4 Diversity, Equity, Inclusion and Belonging (DEIB)

Research analysis in Chapter Two identified DEIB as a key megatrend, promoting equality, addressing biases, and ensuring inclusive success (Urlick et al., 2017; Soler, 2023; Hui, 2008). The interview responses have also helped refined the definitions through real-life application, context and their implication to FOW as displayed in Table 4.5 below validated this theme.

By prioritising DEIB, companies are able to foster a sense of belonging among employees, improve productivity, and ultimately, drive better business results with each of the components providing a unique focus. The interrelation between diversity, equity, inclusion and belonging also need to be addressed and understood as focusing distinctly on each can help organisations develop more effective DEIB programs. Another key finding is the impact Artificial Intelligence (AI) can enhance DEI initiatives by providing data-driven insights, identifying patterns of bias, and facilitating personalized learning experiences e.g. analysing recruitment processes to minimize unconscious bias and assessing employee sentiment and engagement. Ultimately, by leveraging AI, organizations can create a more inclusive culture that not only values diversity but actively works towards equity, ultimately leading to improved organizational performance and social cohesion (Holmes, 2020; Perez, 2022).

However, DEI is not without its concerns. A major issue is bias in AI systems, which can perpetuate existing inequalities in recruitment and performance evaluations (Gonzalez, 2021). Additionally, the lack of diversity in training datasets may result in models that inadequately represent marginalized groups (Crawford & Paglen, 2021). Organizations also often encounter tokenism, where DEI initiatives are implemented superficially without fostering genuine inclusion (Holmes, 2020). Resistance to change within entrenched cultures can further hinder the effectiveness of AI tools aimed at promoting DEI (Pérez, 2022). Lastly, measuring the effectiveness of DEI initiatives is challenging, as traditional metrics may not fully capture the complexities of inclusion and equity (Binns, 2021).

Table 4.5 DEIB Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p>P11: <i>“This one is quite difficult, you see, because different generations have different purposes, and everyone has their own different purpose and sometimes the young people have a purpose, but they don't even know what the real purpose is.”</i></p> <p>P12: <i>“When I think of diversity, I often think of race first, but I've come to realise that diversity can be defined in a much broader sense. It encompasses gender, race, skills, age, and geographical location”</i></p> <p>P16: <i>“There's also this change. I have about 70% of my employees being Gen Y and millennials. So, the expectations are different.”</i></p> <p>P25: <i>“Diversity goes beyond the usual categories of gender, race, and age group, and companies need to acknowledge and address this by encouraging dialogue around it.”</i></p> <p>P28: <i>“With generations, I see that generational differences and the potential friction that they cause need to lead to new ways of approaching my workforce.”</i></p> <p>P34: <i>“The diversity of perspectives can lead to friction when delivering projects. It's crucial to keep everyone engaged, especially considering the shorter attention spans of the younger generation, such as Gen Z.”</i></p>	<p>Diversity Equity Inclusivity Belonging</p>	<p>DEIB</p>

Age or Generations diversity existence

However, as per below, it is also key to note that DEI cannot be merely categorised as relating to gender, disabilities and ethnicities as identified from the interview data, but also needs to include various other categories such as age which has come to the fore due the rise of an increasingly multi-generational workforce. Table 4.6 below lays out a detailed breakdown from the interviewees in relation to the different types of diversity that exists in their organisations.

Table 4.6 Demographics mentioned in DEIB

Diversity Demographics				
Gender	Women	Men		
Disabilities (Lee, 2022)	Sensory disabilities	Intellectual disabilities	Behavioural Disabilities	Physical disability
Ethnicities	Malay/ Bumiputera	Chinese Malaysians	Indian Malaysians	Indigenous/ Orang Asli
Age / Generation (Age groups by year of birth) (The Center for Generational Kinetics)	Baby Boomers (1946-1964)	Millennials (1980-1994)	Gen Z (1995-2012)	Gen Alpha (2013-2025)

Further to this, there interviewees also articulated different perspectives in regard to the debate as to whether there were significant differences in the needs of different generations. While some argue that generational differences remain significant, some have argued that this definition is often oversimplified as a concept.

Table 4.7 Summary of different perspectives

Intergenerational Difference importance in the Workplace		
i.	Yes	Generational differences exist concerning: <ul style="list-style-type: none"> a. Communication b. Compensation c. Conflicting Workstyles d. Skill Divide
ii.	No	Individual differences
iii.	No	Universal values

The responses to the interview highlighted three different perspectives on generational diversity to argue on its importance. The first view argues for the importance of generational diversity, the second view argues that individual differences are more important, and the last argument supports universal values of all age groups as the most significant factor.

i. Generational diversity

Most responses indicated that differences among team members arise from varying values, weaknesses, and strengths. Further in-depth analysis by the researcher revealed that these disparities stem from the diverse backgrounds, experiences, and perspectives individuals bring to the workplace. The research also identified weaknesses that can hinder team dynamics, such as communication barriers and varying levels of proficiency. Conversely, recognising the unique strengths of each team member can enhance overall effectiveness. By examining these underlying factors, the research highlighted the necessity for organisations to foster an inclusive environment that values diversity and to implement tailored strategies that leverage these differences for improved collaboration and performance. This is highlighted, in part, by the following quote:

P33: “There are generational differences such as Gen Z is generally more vocal and bolder, willing to take risks without fear of losing anything. However, this also means that they might switch to something else if things don't fit their way. They might not have the patience to wait and see what happens next.”

ii. Individual differences

The second view posits those differences in workplace behaviour and attitudes stem from individuality rather than grouped by generations. Research analysis of the interview data revealed that personal experiences, unique values, and individual circumstances significantly shape how employees engage with their work and interact with colleagues. For instance, while some may display traits typically associated with their generational cohort, such as a preference for digital communication, others might prioritise job stability based on their personal histories. This nuanced understanding suggests that organisations should focus on recognising and accommodating individual differences instead of relying solely on generational stereotypes. The research findings

also challenge the oversimplification of generational distinctions, highlighting the importance of valuing diverse perspectives and promoting collaboration across all levels of experience.

P17: "Working with different generations is a complex topic. It's easy to stereotype, but there's actually more diversity within each generation than between them. My upbringing shapes us, but individuals within each generation have unique needs and personalities."

iii. Universal values

Finally, a third perspective elaborated that there are basic human needs which are applicable regardless of differences in generational values in which all generations would still benefit from DEIB programs as it is crucial in influencing organisational practices, leadership, and culture.

In summary, research analysis showed that this perspective aligns with existing literature in Chapter Two, highlighting the benefits of diverse generational insights in enhancing creativity and problem-solving. Participants indicated that different generational experiences also provide a richer understanding of customer needs, driving innovation and better decision-making. Furthermore, organisations that embrace generational diversity tend to promote inclusive leadership styles that foster collaboration and open communication. This finding underscores that generational diversity is not merely a demographic factor but a vital asset that can shape organisational culture and effectiveness, enabling organisations to be more adaptive and resilient. Organisations that embrace DEIB are also expected to become more diverse and dynamic, therefore organisations that fail to prioritise DEIB risk facing a range of negative outcomes. Firstly, the lack of emphasis on DEIB can disrupt traditional workplace structures by perpetuating disconnects within organisations, such as disparities in representation or unequal access to opportunities. These disparities can create a sense of exclusion or marginalisation among certain groups of employees, leading to discontent and dissatisfaction. As a result, morale and productivity may suffer as employees feel undervalued or overlooked. Additionally, failure to prioritise DEIB can degrade organisational culture by fostering an environment where diversity is not celebrated, inhibiting innovation, and damaging the employer brand reputation.

4.3.5. Wellbeing

The insights derived from the literature in Chapter Two provided the groundwork for establishing wellbeing as a megatrend with a holistic approach that focuses on various aspects of wellbeing including that of mental, social, and physical health and safety (Corrêa, 2019 ;Petcu et al., 2023 ; Sorensen et al, 2016). The analysis of the interviews as depicted in the table above, not only supports this but also refines the definition of wellbeing within the context of FOW.

Based on the analysis of the data, it is clear that wellbeing in the workplace is a multifaceted concept, influenced by psychological, social, cognitive, and physical factors. Therefore, the research has broadened the definition of "workplace" within organisations to extend beyond the traditional focus on physical and mental health. These findings underscored the importance of incorporating psychological capital as a vital component of overall wellbeing. By fostering psychological capital, organisations can create a supportive environment that enhances employees' ability to cope with stress and adapt to challenges. Research analysis also suggested a comprehensive approach to workplace wellbeing which includes psychological capital, leading to increased employee engagement and productivity (Collings et al., 2021), better mental health (encompassing psychological and cognitive factors) and increased work-life balance (incorporating social and physical factors). The interviews also emphasised that employee wellbeing is crucial for organisational performance and success as neglecting it can disrupt workplace dynamics, lead to misalignment of goals and values, cause discontent, increase absenteeism, and degrade organisational culture.

Table 4.8. Wellbeing Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p>P8: <i>"From an organisational perspective, we acknowledge the importance of mental health and Wellness, especially in the current dynamics. I'm involved in various wellness initiatives to prioritise mental health."</i></p> <p>P12: <i>"I see more and more attention given to mental health at the top level, especially as the younger workforce enters the job market and mental health issues are more openly discussed."</i></p> <p>P16: <i>"From an HR standpoint, we advocate for a four-day workweek. We believe this approach promotes mental wellness, considering the significant pressure individuals face."</i></p> <p>P24: <i>"It's extremely challenging to please everyone, especially when considering the wellbeing of staff from both a social and broader perspective. When envisioning the future of work, it's crucial to strike a balance."</i></p> <p>P25: <i>"In my opinion, to achieve balanced mental and physical health while delivering performance, I need to rethink traditional work styles, work hours, and benefits."</i></p> <p>P33: <i>"While sacrifices like working long hours may be necessary, the importance of mental health is gaining traction, particularly this year, and I can see its impact firsthand. Prioritising stress management is crucial."</i></p> <p>P34: <i>"While empathy should be a fundamental quality in all managers, it's crucial to keep a close eye on top-performing and aggressive individuals to ensure their mental health isn't affected negatively."</i></p>	<p>Mental health Work-life balance</p>	<p>WELLBEING</p>

4.3.6 Environment, Social, Governance (ESG)

ESG was identified as a key megatrend in Chapter Two, and incorporates corporate practices on environmental, social, and governance factors (Li et al., 2021; Davidescu et al., 2020; Paillé & Francoeur, 2022). Table 4.9 below supports this and modifies the definition of ESG within the context of FOW, moving away from merely being a compliance requirement.

However, based on the analysis of the data, ESG considerations are now gaining traction among organisations seeking to build resilience and create long-term value. Companies are increasingly recognising that integrating ESG principles goes beyond mere compliance; it is now seen as a vital strategy for enhancing organisational value and competitiveness. Failure to embrace these principles can disrupt workplace dynamics and create a disconnect between organisational values and stakeholder expectations, resulting in reputational damage and loss of loyalty and trust. Moreover, ignoring ESG factors can undermine long-term sustainability, shareholder value, and societal well-being, ultimately leading to financial losses and negative societal impacts. Organisations that proactively address ESG issues not only fulfil their ethical obligations but also position themselves to capitalise on emerging market opportunities, attract investment, and foster a positive workplace culture that resonates with employees and customers alike (Newman et al., 2016).

Table 4.9 ESG Inductive Analysis

Sample Quotes	New sub-categories derived from interviews	Validated trend categories
<p>P2: “I lose sight of my other goals and exclude the people who have experience with sustainability initiatives working on the agriculture side, people working on clean water, and people working on creating villages with sustainable energy.”</p> <p>P6: “In a world where I compete for limited resources, including talent, capital, and energy, there's no room for complacency. To thrive, I must constantly strive to improve and safeguard what I have, recognising that my resources are finite and in high demand.”</p> <p>P9: "Sustainability encompasses environmental, climate, social, and governance aspects. It's about advocating for sustainable wages so individuals can afford their choices in life."</p> <p>P11: “In terms of people management, I am aware of the ESG pillars that are particularly relevant to HR and can significantly influence my practices. For example, I consider the 'Social' aspect of ESG, which directly relates to fostering a change-oriented culture within my organisation.”</p> <p>P18: “I think I see how the natural world elements, solar, wind, hydrogen, can be used as a natural source of energy and it's far better for the environment as compared to coal and fuel and I think the technology there is now coming at scale and at a very fast speed.”</p> <p>P21: "The top challenge I face today is energy transition due to climate change. The fossil fuel industry's production of fuel from burning hydrocarbons creates carbon dioxide, contributing to climate change."</p> <p>P24: “Even if you're in the office and you inculcate a reduction of energy as well on some of the days that you can finish work early and go home early.”</p>	<p>Environment Social Government</p>	<p>ESG</p>

4.3.7 Refining of FOW Megatrend Categories

We have captured a summary of the analysis and the evolution of the megatrends in Table 4.10 below.

Table 4.10 Summary of validated FOW Themes

	INITIAL TRENDS DRAWN FROM LITERATURE	ADDITIONAL SUB-TRENDS FROM INTERVIEWS	VALIDATED FINAL TREND CATEGORIES
i.	4IR: <ul style="list-style-type: none"> Automation AI 	4IR: <ul style="list-style-type: none"> Digitalisation 	4IR: <ul style="list-style-type: none"> AI Digitalisation Automation
ii.	Hybrid and remote work: <ul style="list-style-type: none"> Globalisation Remote work 	Hybrid and Remote work <ul style="list-style-type: none"> Remote work Hybrid work 	Hybrid and Remote work: <ul style="list-style-type: none"> Globalisation Remote work Hybrid work
iii.	Gig Work and third-Party Contracts: <ul style="list-style-type: none"> Autonomy 	Gig work and third-party contract <ul style="list-style-type: none"> Gig worker Third Party Contractor Freelancing 	Gig work and third-party contract <ul style="list-style-type: none"> Gig worker Third Party Contractor Freelancing
iv.	DEI: <ul style="list-style-type: none"> Diversity Equity Inclusivity 	DEIB Belonging	DEIB: <ul style="list-style-type: none"> Diversity Equity Inclusivity Belonging
v.	Wellbeing: <ul style="list-style-type: none"> Employee Health and safety 	Wellbeing <ul style="list-style-type: none"> Mental health Work-life balance 	Wellbeing: <ul style="list-style-type: none"> Mental health Work-life balance
vi.	ESG: <ul style="list-style-type: none"> Sustainability (SDGs) Climate Change CSR 	ESG <ul style="list-style-type: none"> Environment Social Government 	ESG: <ul style="list-style-type: none"> Environment <ul style="list-style-type: none"> Sustainability (SDGs) Climate Change Social <ul style="list-style-type: none"> CSR Government

Initially, six overarching themes we derived from literature review conducted in Chapter Two. These were then further and categorised in Chapter Three into 4IR, Hybrid and Remote Work, Gig Work and Third-Party Contracts, DEIB, Wellbeing, and ESG, with additions made in regard to the expansion of sub-trends e.g. adding digitalisation as a subtheme under 4IR, explicitly including Hybrid Work under the theme of Hybrid and Remote Work. adding Belonging to the

DEI trend, incorporating mental health and work-life balance under wellbeing and integrating a more holistic viewpoint to ESG beyond compliance. These enhancements deepen the understanding of each megatrend, making them more relevant to the current and future landscapes of work.

Further to this, the researcher also refined the FOW megatrends further by applying NVivo analysis, specifically cluster analysis, to gain richer insights and validate the findings. This was conducted through coding and word similarity. As per Figure 4.4 below, one of the key findings of this exercise was the clear overlaps that exists between the megatrends illustrates a heatmap generated from cluster analysis

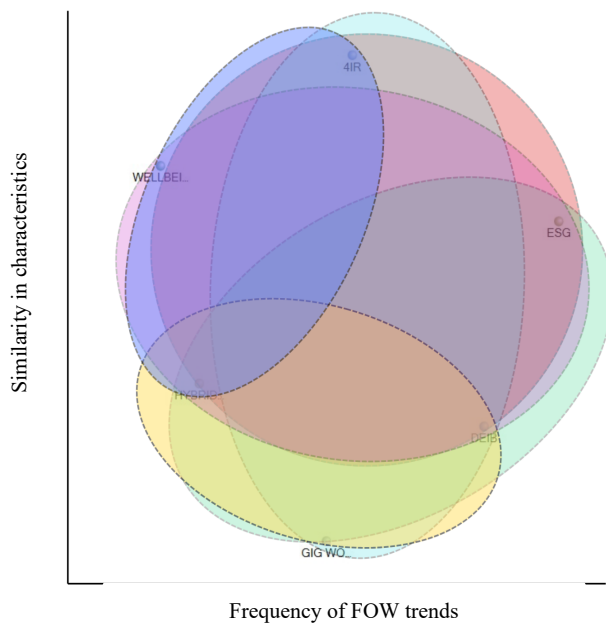


Figure 4.4 Heatmap of FOW trends

Figure 4.4 emphasises the overlaps between the FOW trends as the influence of one trend on another is observed through this heatmap and the cluster diagram below. Cluster (1), representing the 4IR, is shown in red; cluster (2), representing DEIB, is depicted in yellow; cluster

(3), representing ESG, is shown in green; cluster (4), representing Gig Work and Third-Party Contracts, is displayed in light blue; cluster (5), representing Hybrid and Remote Work, is shown in blue; and cluster (6), representing wellbeing, is represented in pink. These overlaps are based on the clusters illustrated in the diagram shown in Figure 4.5.

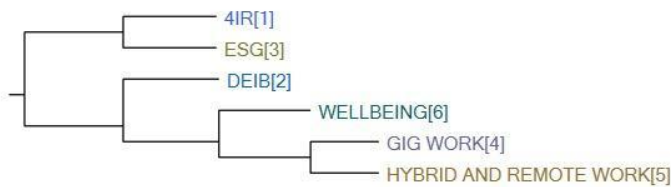


Figure 4.5 Cluster analysis diagram of the FOW trends

Table 4.11 below highlights the intersection of the six megatrends 4IR, Hybrid Work, Gig Work, DEIB, Wellbeing, and ESG. For example, technologies spurred by the 4IR are fundamentally reshaping work environments, enabling more flexible hybrid and gig work arrangements, and promoting advanced DEIB and Wellbeing initiatives through data-driven insights and AI solutions. On top of this, 4IR technologies not only support remote and hybrid work models by enhancing connectivity and collaboration regardless of location but also drive automation in gig work, thus transforming job roles and expectations. Furthermore, the push for more inclusive and equitable workplaces through DEIB efforts aligns closely with broader ESG goals, which emphasise sustainability and ethical practices. Additionally, as hybrid and gig work models offer more flexibility and autonomy, this can contribute to better work-life balance and reduced carbon footprints, while simultaneously challenging organisations to maintain engagement and inclusivity. Lastly, wellbeing is increasingly recognised as crucial to employee performance and retention, prompting organisations to integrate health-focused strategies that align with sustainable business practices. Collectively, these trends illustrate a future where work is more adaptable, ethical, and focused on holistic human-centric development.

As such, this research proposed that the megatrends are not separate entities but overlapping. Unlike the existing literature highlighted in Chapter Two which tends to treat megatrends in isolation, the current analysis suggests that their interconnections can create compound effects that influence organisational strategies and outcomes. Recognising these overlaps allow organisations to develop more integrated approaches to challenge and change, ultimately enhancing their adaptability and resilience in a complex, evolving landscape. Understanding the overlaps among key FOW trends is crucial for strategic alignment, risk management, and optimised resource allocation in organisations. It helps avoid redundancies, enhance efficiency, and foster a resilient, inclusive organisational culture leveraging synergies between technological advancements, workforce flexibility, and sustainability goals. However, understanding the nature and impact of these overlapping trends is complex due to their interdisciplinary nature, rapid evolution, and nuanced interactions. Each trend draws from different knowledge areas such as technology, sociology, and environmental science, requiring a broad and continually updated understanding. Applying these insights across diverse organisations adds further complexity.

Table 4.11. Summary of the overlaps of FOW megatrends

FOW trends	4IR	Hybrid Work	Gig Work	DEIB	Wellbeing	ESG
4IR	Integration of AI, robotics, and advanced engineering to enhance efficiency and interconnectedness.	Technology enabling flexible remote work.	AI & automation reshaping gig jobs.	Technology advancing DEIB goals with assistive and supportive technology.	Digital platforms to make mental health solutions accessible and efficient.	Sustainable tech innovations to support ESG goals.
Hybrid Work	Technology enabling flexible remote work.	Combines office and remote work to boost work-life balance and employee autonomy.	Flexibility attracting gig workers.	Cultivating inclusivity by adopting hybrid and remote work options.	Promotes work-life balance by accounting for the diverse needs of employees such as working mothers.	Reducing carbon footprint through remote and hybrid work.
Gig Work	AI & automation reshaping and supporting gig jobs.	Flexibility attracting gig workers	Autonomous service work enabled by internet connectivity.	Gig platforms enhancing worker diversity and access to specialisation for short term projects.	Freelancers work in their own time and pace promoting work life balance.	Gig platforms reduce carbon footprint and may provide opportunities to vulnerable persons.
DEIB	Tech advancing DEIB goals by enabling work for employees with diverse needs.	Cultivating DEIB by being inclusive of different work modes.	Gig platforms enhancing worker diversity.	Promoting equality, addressing biases, and ensuring inclusive success.	Inclusion and equitable initiatives improving Wellbeing.	DEIB criteria of social sustainability in ESG assessments.
Wellbeing	AI in mental health solutions	Work-life balance promoted	Freelancer Wellbeing focus	Inclusion initiatives improving Wellbeing	Focus on mental, social, and physical health and safety.	Wellbeing linked to sustainability goals
ESG	Sustainable tech innovations	Reducing carbon footprint through remote work	Gig platforms with sustainability policies	DEIB criteria in ESG assessments	Wellbeing linked to sustainability goals	Evaluates corporate practices on environmental, social, and governance factors

4.4 Future of Work Impact: 4 Ds

In this next section, the researcher continues to examine the interview responses in relation to **RQ1**: What is the impact of the FOW on organisations? This is based on the overlapping trends as discussed above. By examining the intersections and utilising the theoretical concept of systems thinking in Chapter Two, this research was able to integrate the six megatrends' impact into an integrated framework constituting of 4Ds and its respective categories, that of Disruption, Disconnect, Discontent, and Degradation (Figure 4.6). This framework provides a broader perspective to understand how the various spheres influence and interconnect and provides insights into how such coming together influences organisational practices, employee behaviour, and workplace dynamics. For example, the convergence of technological advancements with shifting demographics and societal expectations presents unique challenges and opportunities for organisations. This holistic perspective allows leaders to anticipate disruptions and align their workforce, accordingly, emphasising the importance of fostering agility and innovation to remain competitive in an interconnected landscape.

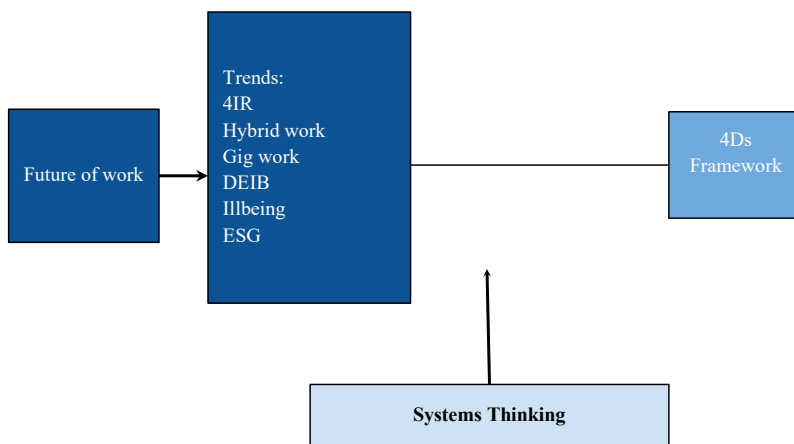


Figure 4.6. 4Ds framework derivation diagram

4.4.1 Disruption

FOW has caused significant disruption to FOW as per the literature review in Chapter Two, reshaping organisations by interrupting and altering the workplace, roles, and expectations, can occur due to technological advancements, societal changes and increasing environmental concerns disrupting workflows and redefining roles (Runyan, 2006; Toora Loo et al., 2017; Stahl et al., 2020; Rutting et al., 2022). However, interview data also indicated that the current definition of disruption was not sufficient did not include social elements or a holistic definition of disruption. Hence, while disruption was mainly focused on natural disasters and socio-economic crises, it should now also include technological advancements, socio-environmental concerns, work transformation, and redefinition of roles, indicating a broader and more dynamic interpretation, extending the definition of disruption to the process of interrupting workplace expectations. By framing disruption as such, this research emphasised disruption’s multifaceted nature and the necessity for organisations to adapt to a rapidly changing environment.

Table 4.12. Disruption Inductive Analysis

Sample Quote	New Sub-Categories	Validated 4D Category
<i>P2 : “There is a danger of social disruption, and in certain places where the gap between the have and have nots is huge.”</i>	Technological Advancements	Disruption
<i>P5: “Technology is going to disrupt and make certain kinds of roles redundant.”</i>	Work transformation	
<i>P7: “I think when the pandemic hit, that’s what woke us up. How do I manage these disruptive changes that happened overnight changing my work arrangements?”</i>	Redefinition of Roles	
<i>P15: “These new work arrangements make us available all the time, which is disruptive as I must also respect boundaries about people’s rest and recharge time.”</i>		
<i>P26: “If you talk about disruptive trends in the future of work, you need to look at the workplace, workforce, and the work itself. I think the other thing that needs to be looked at is also in terms of the disruptions in the work dynamics.”</i>		
<i>P7: “One of the areas I talk a lot about is that my leaders need to be incredibly comfortable with database decision-making and the level of knowledge around that subject is pretty slim and so, I need to advance that very quickly.”</i>		
<i>P8: “I think it’s crucial to ensure that my teams remain agile and resilient, allowing them to perform effectively despite any challenges.”</i>		

4.4.2 Disconnection

Based on the interview responses, this research is aligned to the concept of disconnection as defined in Chapter Two’s literature review, whereby disconnect occurs when employees are unengaged or misunderstood in an organisation due to poor communication and differences in needs and beliefs. It can result from factors like technological barriers and cultural differences (Mendonça & Kougiannou, 2022; Nwoga, 2023; Ragnedda & Muschert, 2015; Tooranloo et al., 2017) and also occurs as a result of not meeting diverse needs, thus leaving a gap between expectation and reality. Further to this, the research findings have also identified that disconnection can also evolve from job automation and the digital divide due to include technological barriers, cultural differences and inequity, gaps between expectations and reality, and poor communication, reflecting a deeper understanding of the multifaceted nature of disconnection in modern work environments.

By framing disconnection in this way, this research underscores the need for organisations to address these barriers to communication, thereby promoting a more inclusive and engaged workplace culture that acknowledges the complexities of diverse stakeholder interactions.

Table 4.13. Disconnection Inductive Analysis

Sample Quote	New Sub-Categories	Validated 4D Category
<i>P3: “Organisations need to attract consumers and so they cannot be disconnected with their expectations.”</i>	Cultural Differences	Disconnection
<i>P7: Understanding the overlaps among key FOW themes is crucial for strategic alignment, risk management, and optimised resource allocation in organisations. It helps avoid redundancies, enhance efficiency, and foster a resilient, inclusive organisational culture leveraging synergies between technological advancements, workforce flexibility, and sustainability goals.</i>	Gap Between Expectations and Reality	
	Poor Communication	
<i>P25: “The organisation lacks trust and a safe space for successful integration and that’s why there is disconnect.”</i>		

4.4.3 Discontent

Discontent has been mostly explored in the dynamics of job satisfaction, wellbeing and hybrid work in the context of work as outlined in Chapter Two. For example, it is identified as stemming from changing demographics and their unfulfilled need for inclusivity, mental health awareness, autonomy, meaningful work, conscious practices and work-life balance (Mendonça & Kougiannou, 2022; Wehrmeyer, 2017 ; Arulrajah et al., 2016; Chan & Lee, 2007; Montaudon-Tomas et al., 2023). However, based on the interviews, this research has also found that discontent can also be explored through a lens of both internal and external stakeholders ranging across all FOW themes and expanded from issues like unhealthy lifestyles and harmful workplaces to encompass stakeholder dissatisfaction, work-life imbalance, job insecurity, and unethical and unsustainable practices, highlighting broader concerns over ethical practices and job security.

As such, discontent can lead to stakeholder dissatisfaction arising from a changing environment and demographics, as well as organisational inadaptability to fulfil their evolving needs. This includes critical aspects such as inclusivity, psychological safety, mental health awareness, autonomy, individual growth, meaningful work, sustainable and conscious practices, and work-life balance. This definition aligns with existing literature in Chapter Two, which highlights that organisations that fail to address these fundamental aspects risk alienating their stakeholders, leading to decreased engagement and loyalty.

By recognising the importance of these factors, organisations can better adapt to the dynamic expectations of their workforce and community, ultimately fostering a more satisfied and committed stakeholder base. The research findings contribute to the literature by emphasising the necessity of proactive strategies that prioritise stakeholder wellbeing in an increasingly complex and diverse landscape.

Table 4.14. Discontent Inductive Analysis

Sample Quote	New Sub-Categories	Validated 4D Category
<p><i>P6: If an organisation is not leveraging its noble purpose, whether it's about making a difference in the world, creating meaningful products and services, or helping people, employees are left wondering, "What am I doing here?" Providing meaningful work is essential to prevent discontent.</i></p> <p><i>P11: If you want salespeople to meet a 100 million target, you can push them to the limit, making them work excessively without support or regard to wellbeing. You may achieve the sales result, but at what cost? This approach leads to high attrition, a toxic culture, discontent, and no respect.</i></p> <p><i>P28: "Oh, I have fun parties, and everybody gets a birthday cake. I see this tendency a little bit. It is more of striking a pose and there is a discontent with employees due to lack of inclusivity in decision making."</i></p>	<p>Stakeholder Dissatisfaction</p> <p>Job Insecurity</p>	<p>Discontent</p>

4.4.4. Degradation

As discussed in Chapter Two, degradation includes deteriorating environments and social systems, resulting from factors like neglect and unsustainable practices (Msimango, 2023; Guerci et al., 2015; Dempsey et al., 2009). Current research interview findings support this analysis and degradation not only includes environmental aspects but also has an impact on society and the organisation, shifting the focus from resource depletion and ecosystem erosion to a more defined emphasis on environmental and social degradation. This nuanced appreciation of the environmental and social impacts and is therefore more closely associated with contemporary work dynamics.

Table 4.15. Degradation Inductive Analysis

Sample Quote	New Sub-Categories derived from interviews	Validated 4Ds Category
<p>P3: <i>“Unfortunately, it often seems that as human beings, We’re becoming increasingly detached from the very planet I inhabit, leading to environmental degradation.”</i></p> <p>P6: <i>“The widening gap between the ‘haves’ and ‘have-nots’ in both countries and communities. This division is not limited to financial disparities—it extends to crucial areas like technology, information, and market access. By failing to bridge these gaps, I risk not only deepening financial inequality but also perpetuating social degradation.”</i></p> <p>P9: <i>“So, I understand the investments in oil and gas, mining, and even whaling and the need for capitalistic pursuit, but why are I getting all this profit if it’s not to ensure that I have a planet that I can live on? But I think saying that is super idealistic and so I will just keep continuing the environmental degradation.”</i></p> <p>P23: <i>“Let’s not forget that ESG has a strong element of worker welfare in it. When people talk about ESG, they always talk about the environment but never about social welfare. It’s important to consider what I do for the community, as excluding them leads to social degradation.”</i></p>	Social Degradation	Degradation

Following these definitions, this research proposes a 4Ds Framework as per Figure 4.7 below.

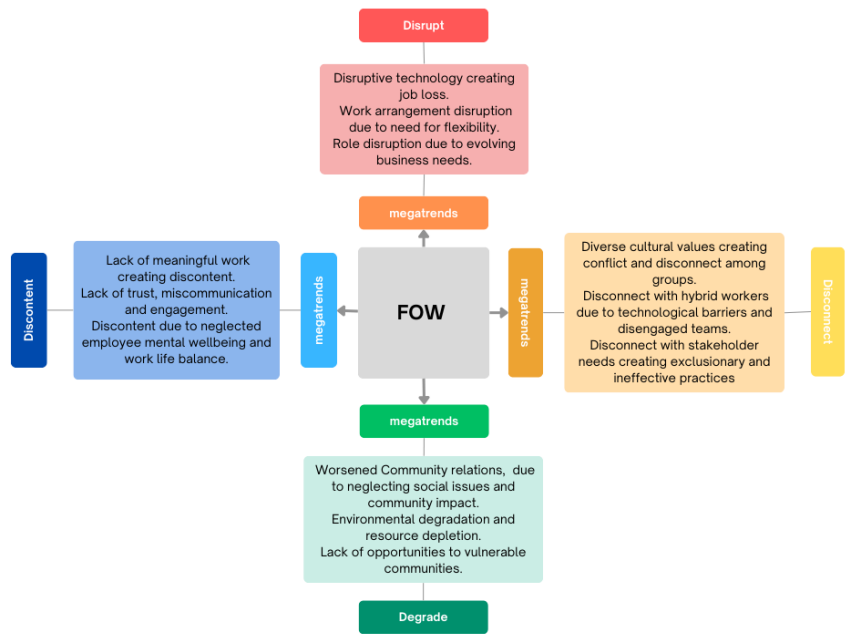


Figure 4.7. 4Ds Framework

One key finding from the examination of this second theme is that it includes a more comprehensive exploration of FOW’s impact that allows research to move beyond the confined of Visser’s (2018) systems thinking framework discussed in Chapter Two. On top of that, the overlaps between the 4D categories also contribute to literature by highlighting the interconnected challenges organisations face in today’s complex environment. For example, these overlapping themes underscore how degradation of resources and stakeholder trust can lead to disruption of organisational processes, resulting in discontent among employees and customers alike. Furthermore, a disconnect between organisational practices and stakeholder expectations

exacerbates these issues, creating a cycle that undermines both performance and wellbeing. By exploring these interrelations, this research provides a more comprehensive understanding of the systemic nature of contemporary challenges, emphasising the need for integrated approaches that address these multifaceted issues. This perspective encourages organisations to adopt proactive strategies that foster resilience and adaptability in the face of ongoing change. A summary of the 4D categories is captured in Table 4.16 below.

Table 4.16. Summary table of final categories for 4Ds

	INITIAL CATEGORIES DRAWN FROM LITERATURE	CATEGORIES DRAWN FROM INTERVIEWS	FINAL 4DS CATEGORIES
i.	Disruption: <ul style="list-style-type: none"> • Natural Disasters • Socio-economic crises 	Disruption <ul style="list-style-type: none"> • Technological Advancements • Work transformation • Redefinition of Roles 	Disruption: <ul style="list-style-type: none"> • Technological Advancements • Socio-Environmental Concerns • Work transformation • Redefinition of Roles
ii.	Disconnection: <ul style="list-style-type: none"> • Job Automation • Digital Divide 	Disconnection <ul style="list-style-type: none"> • Cultural Differences and inequity • Gap Between Expectations and Reality • Poor Communication 	Disconnection: <ul style="list-style-type: none"> • Technological Barrier • Cultural Differences and inequity • Gap Between Expectations and Reality • Poor Communication
iii.	Discontent: <ul style="list-style-type: none"> • Unhealthy Lifestyles • Harmful Workplaces 	Discontent <ul style="list-style-type: none"> • Stakeholder Dissatisfaction • Job Insecurity 	Discontent: <ul style="list-style-type: none"> • Stakeholder Dissatisfaction • Work-Life Imbalance • Job Insecurity • Unethical and unsustainable practices
iv.	Degradation: <ul style="list-style-type: none"> • Resource Depletion • Ecosystem Erasion 	Degradation <ul style="list-style-type: none"> • Social Degradation 	Degradation: <ul style="list-style-type: none"> • Environmental Degradation • Social Degradation

4.4.5. Refinement of the 4Ds Framework

To strengthen the research findings, qualitative analysis was also conducted with NVivo to gain richer insights and interpret the data accurately. After utilising NVivo cluster analysis (Figure 4.6), it was discovered that there was significant interconnectedness among the 4D categories and their effects, stemming from the natural interlinks between stakeholders and FOW themes. This enabled this research to understand the effects of the 4Ds not just in isolation but as interconnected phenomena that influence each other and the broader organisational ecosystem.

Figure 4.8 below illustrates these overlaps, with each number in the bracket within the diagram representing one cluster. It is evident that these clusters are not based on the 4Ds alone but also based on stakeholder outcomes. This is exemplified by the cluster of social degradation and disconnect from customer expectations, indicating a cause-and-effect relationship. Social degradation can result in gaps with customers' expectations of organisations, which may also be a consequence of not adopting ESG. This lack of adoption leads to both degradation and disconnection.



Figure 4.8 Cluster analysis of 4Ds

Figure 4.9 further illustrates the above through a heat map. Disruption is represented in the pink area, while Disconnect and Discontent are highlighted in yellow and blue, and cluster Degradation is shown in green.

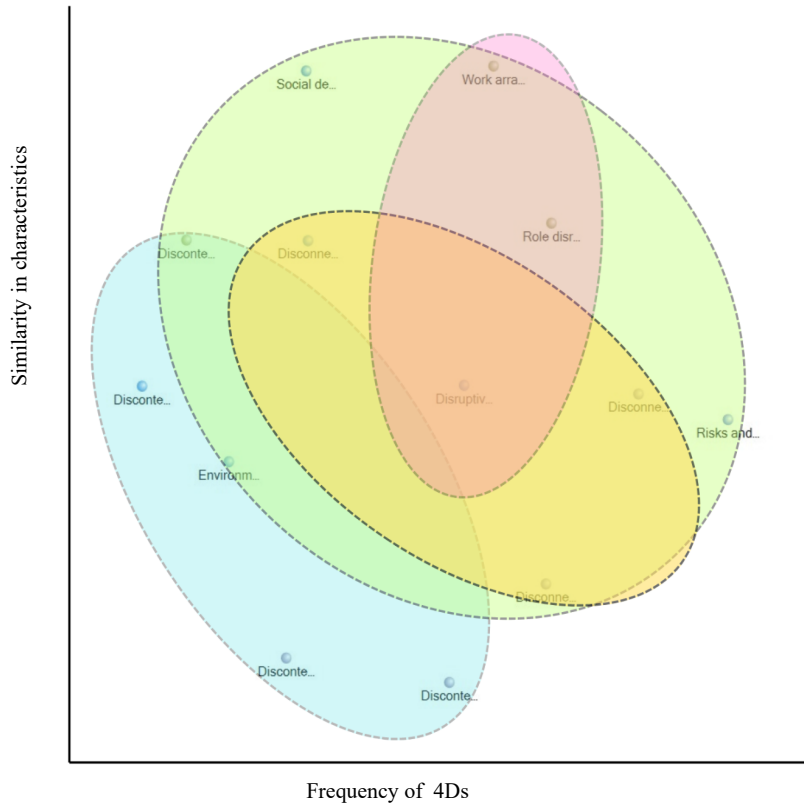


Figure 4.9 Heat map of 4Ds

Table 4.17 Summary of 4Ds overlaps

	Disruption	Disconnect	Discontent	Degradation
Disruption	Interrupting and altering the workplace, roles, and expectations, can occur due to technological advancements, societal changes and increasing environmental concerns disrupting workflows and redefining roles.	Disruptive technology alters the workplace, roles, and expectations while gig and remote work can create disconnect as interactions are limited.	Disruptive technological advancements create discontent due to skill gaps, creating fear of technology and job displacement.	Technological advancements, such as industrial automation and increased digitisation, can lead to higher energy consumption and resource extraction, contributing to environmental degradation.
Disconnect	The disconnect between the expectations of employees, consumers, shareholders, community, and organisational strategy led to the disruption of traditional work through the creation of gig, hybrid, and remote work and the integration of DEIB and wellbeing into policies and design.	Disconnection is a state of being unengaged or misunderstood in an organisation due to poor communication, which can occur between stakeholders due to differences in needs and beliefs. It can result from factors like technological barriers and cultural differences.	Disconnects created through flexible work modes create miscommunications and trust issues and lead to a disengaged and unhappy workforce. The disconnect between the expectations of employees, consumers, shareholders, community and organisational strategy leads to discontent as they are unsatisfied and organisations waste resources.	Disconnecting from the community and environment can lead to further degradation as its involvement and input can help prevent resource depletion and environmental risks.
Discontent	Discontent with the current workplace processes calls for the need innovative and disruptive technology	Discontent in the current workplace situation due to different demographics who have different needs and preferences, leading to disagreements and disconnect between groups.	Discontent stems from changing demographics and their unfulfilled need for inclusivity, mental health awareness, autonomy, meaningful work, conscious practices and work-life balance.	Discontent with vulnerable groups due to inequality, exploitation, discrimination and lack of representation lead to social degradation.
Degradation	Awareness of environmental degradation has increased conscious consumer behaviours and preferences, and government regulations putting pressure on organisations, disrupting the workplace, roles, and expectations.	Environmental and social degradations exacerbate disconnects with communities and conscious consumers.	Environmental degradation can lead to discontent, activism and brand damage.	Degradation is the process of deteriorating the environment and social systems, which can result from factors like neglect and unsustainable practices.

Table 4.17 above sets out these interrelationships and overlaps in a summarised form and elucidates the underlying causes and interconnected impacts that these dimensions exert on organisational performance, underscoring how the 4Ds create complex webs of influence and interaction. For example, disruptive technological advancements are found to alter the workplace, roles, and expectations, creating a disconnect by enabling remote and gig work where interactions are limited, raising concerns that technological advancements, such as industrial automation, can lead to higher energy consumption and resource extraction, contributing to environmental degradation. Thus, disruptive effects may simultaneously exacerbate disconnect or discontent, while factors contributing to disconnection can further escalate discontent or degradation. Moreover, degradation in environmental or social conditions can serve as both a cause and consequence of disruption and disconnect, highlighting the intricate interplay among these dimensions. Data also shows that an awareness of environmental degradation can be due to increased conscious consumer behaviours and preferences, as well as government regulations to pressure organisations to integrate of green and sustainable practices. On the other hand, when organisations do not adapt to these sustainable standards, it can also that lead not only to further degradation but can exacerbate disconnect with communities and conscious consumers. This will eventually lead to discontent, activism, and brand damage. Figure 4.10 below seeks to capture the overlaps that arise between the 4Ds.

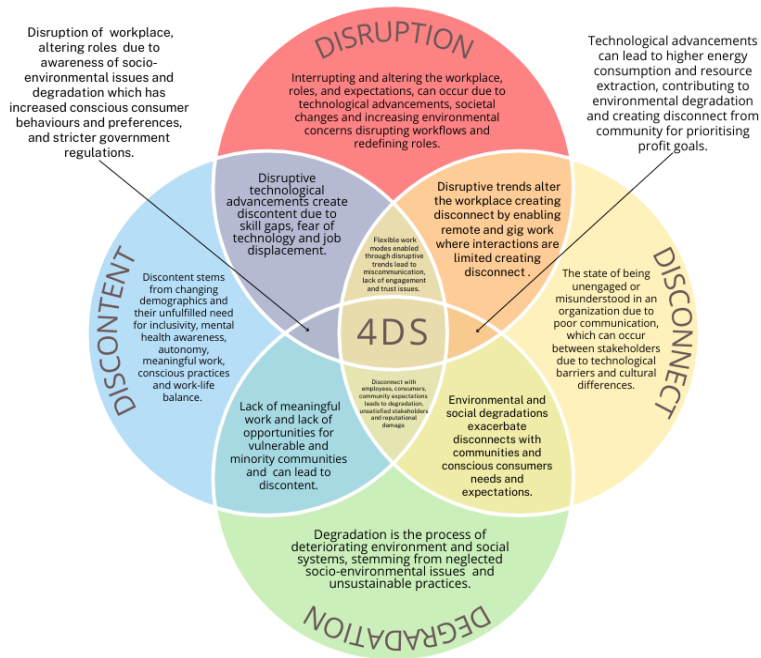


Figure 4.10 Overlaps of 4Ds

4.5 A PRIORI THEME 3: ORGANISATIONAL APPROACHES

In this section, the researcher examines the interview responses in relation to **RQ2**: How can organisations navigate the impact of FOW? In response, a second theme was developed, shifting research findings from merely identifying the impact of FOW towards navigating FOW's impact from an organisational perspective. This second theme identified as Organisational Approaches consists of two sub-themes: Organisational Traits and Organisational Value. These two themes arose in the context of data collection, validating findings of the conceptual theories identified in Chapter Two. They were then further validated through the inductive process by analysing the interview responses.

4.5.1 Organisational Traits

The responses from the interviews corroborated that the key characteristics of generative capability as identified through literature review in Chapter Two, and which were subsequently detailed in Chapter Three as *a priori* themes were critical when it came to navigating FOW from an organisational perspective. The interviewees further affirmed that the three categories of traits essential for organisations in a VUCA environment, as classified in Chapter Three: environmental scanning, adaptability, and the promotion of innovation and problem-solving were part of generative capability. These categories are expounded upon below.

4.5.1.1 Scanning the environment

Based on interview analysis, the respondents highlighted that environmental scanning, a process designed to gather information to inform and direct organisational change, was integral to strategic planning and deeply rooted in the business sector. Although different industries may evolve differently, an understanding the specific demands and trends within one's industry and an analysis of an organisation's internal and external environments remains crucial for business strategy. Hence, instead of reacting to changes, organisations should seek to anticipate shifts in demands and scan their environment. This is emphasised in the following quotes:

P15: "I believe that every future-oriented company has its unique set of priorities depending on the industry it belongs to. Therefore, I must comprehend what is significant

for my industry and its future requirements. If I acknowledge that ESG is important for my industry, I need to understand how the industry will transform from its current state to the future, even though my business is sustainable at present.”

P21: “To create opportunities for creativity, discussion, and future planning, it can be helpful to schedule strategy meetings. During these sessions, you can review global HR trends and other relevant topics that impact your organisation. By taking a proactive approach, you can stay ahead of the curve and make informed decisions that will benefit your company in the long run.”

P17: “From a customer perspective, I think customer demands, customer experiences, and customer expectations have changed so much and will continue to change. So, it's key as well to have a view of what the customer wants, which is also changing the way I live.”

4.5.1.2 Adaptivity

Data collected from the respondents also showed that adaptivity is the necessity for organisations to navigate industry changes successfully. In addition, there is an emphasis that leaders in the organisation need to set the tone and direction for the organisation to embrace and adapt to what lies ahead. Adaptive organisations continuously analyse and anticipate changes in its market to drive the evolution of its business. Additionally, having a talent pool of capable and skilled individuals who can step into key roles ensures flexibility and adaptability to changes in the business environment. Organisations that can foresee and respond quickly to market trends, changes in regulations, or emerging opportunities are better positioned to stay competitive and thrive in dynamic environments. This is highlighted in the quotes below:

P14: “When it comes to leadership, Nokia is prominent case research. They used to emphasise that they were in the business of connecting people, but now they are nowhere to be found. Kodak is another example. The point is that to embrace what's coming, I need strong leadership from the top. If those in charge do not show that this is important, those at the bottom will not understand why they should care. This is why there is resistance to future orientation, not just in my industry but in others as well.”

P23: "So, I think I talked about creating your successors, that's one, but I think you should take two steps ahead of your competition when it comes to your practices, whether that's HR policies or finance, etc., you should be future-proofing."

Being adaptive is also important for organisations because it allows for the investment in and execution of digital and data initiatives when adapting to changes in the environment. The optimal path forward involves a symbiotic relationship between human skills and technological tools: human-machine collaboration.

P7: "I think I can't get away from technology. How do I future orientate? I wouldn't call it marriage but there is a need for human capability and technology to intertwine."

The recognition that the cost of capital will be higher without a strategic approach to generating returns also implies an understanding of the need for future-oriented organisations that actively seek opportunities to optimise their capital efficiency. Being adaptive is important because it can allow organisations to effectively manage their costs.

P6: "So, if you do not know how to generate return on investment of whatever capital that you have, again, your cost of capital will be higher and higher."

4.5.1.3 Innovation and problem solving

According to the collected data, being innovative and open and receptive to new ideas and change is also key. Filtering and focusing on relevant information to innovate upon is equally important, suggesting a nuanced approach that encourages creativity while ensuring a focused application of ideas. This aligns with the need for organisations to continuously expand into new markets.

P19: "I think that's a very important, key success factor. You can't stand still. You just have to keep progressing and keep exploring and expanding your capacity."

Creating an openness to consider new ideas is critical, but it's equally important to filter and focus on relevant information. By doing so, organisations can make progress and move forward.”

Being innovative is also important because it fosters a culture of innovation and creativity within the organisation. By actively seeking and promoting the generation of ideas, organisations are signalling a recognition of the value that diverse perspectives and innovative thinking can bring to the organisation.

P20: “One of the efforts is that I ask people to come up with an idea to create a business. When they pitch that idea, I take them out of the profession for a few periods for them to incubate and spur that idea and then I do a conscious investment.”

4.5.2 Refinement of the Organisational Traits

NVivo analysis was also conducted to validate the findings and gain a deeper understanding of the importance of generative capability in regard to organisational traits. Figure 4.11 captures the cluster analysis conducted in line with that of the three components of generative capability, that of absorptive (scanning the environment), adaptive and generative (innovation and problem solving).

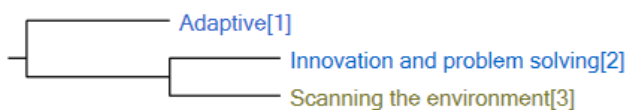


Figure 4.11. NVivo cluster of organisational traits.

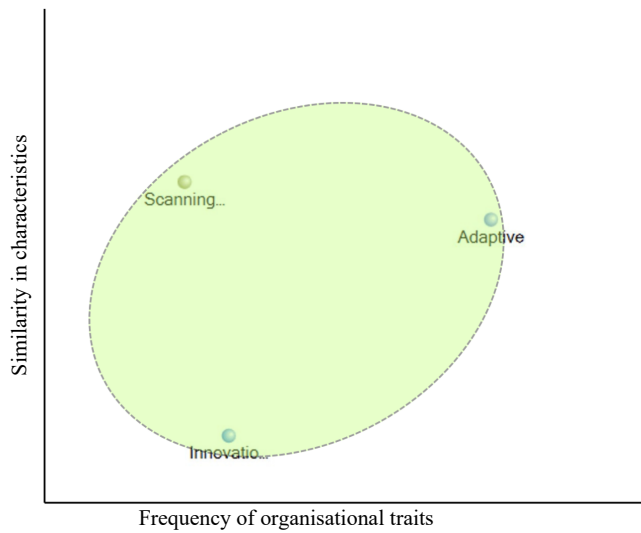


Figure 4.12. Heat map of organisational traits

A heat map of the organisational traits was also generated based on the cluster analysis to emphasise the relationship of the organisational traits. This is shown in Figure 4.12. The green circle represents the close connection of the organisational traits. As shown above, organisations need to scan the environment, adapt, and innovate while addressing the problems they encounter. This aligns with the literature on strategic adaptability and dynamic capabilities, which emphasises the necessity for organisations to remain vigilant and responsive to external changes (Thomas et al., 2020). Scholars argue that environmental scanning is crucial for identifying emerging trends and potential disruptions, enabling organisations to pivot effectively. By fostering a culture of continuous learning and innovation, organisations can not only respond to challenges but also leverage them as opportunities for growth. These findings reinforce these theoretical perspectives, underscoring the imperative for organisations to integrate adaptive problem-solving into their strategic frameworks to maintain competitiveness and resilience in an ever-evolving landscape.

4.5.3 Organisational Value

The second sub-theme identified under that of Organisational Approaches to navigating FOW include that of Organisational Value. By linking the interview findings back to existing

literature, this research underscored the importance of aligning organisational value with evolving stakeholder expectations (Armstrong, 2020), thereby contributing to a deeper understanding of how organisations can thrive in a dynamic environment. To navigate the negative impacts outlined in the 4Ds framework, this research drew from key SuHRM theories such as the Triple Bottom Line and Common Good Human Resource Management as well as systems thinking when analysing interview data, to develop a 4Ps Framework (Figure 4.13). This 4P Framework identifies key areas for balanced growth and sustainability to harness the benefits of FOW and create organisational value by addressing Profit, People, Planet and Purpose.

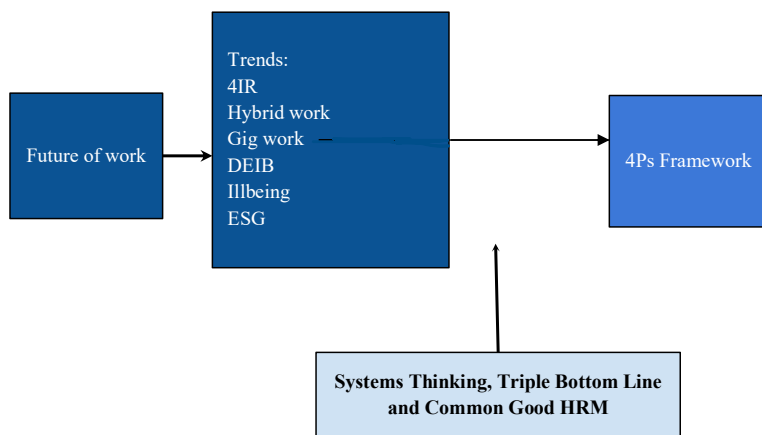


Figure 4.13. Deriving the 4Ps framework through the application of theory

4.5.3.1 Profit

Findings from the interviews (Table 4.18) align with the current literature outlined in Chapter Two where “Profit” pertains to financial viability, financial gain, and returns generated by the organisation's operations, essential for its viability and growth and emphasised sustainable revenue generation and financial health while considering long-term value rather than just short-term gains (Kumar et al., 2019; Love & Gunasekaran, 1997; Jabbour & Santos, 2010). Respondents also highlighted the focus on profit in a sustainable manner. This approach not only creates a more resilient business model but also enhances brand reputation, customer loyalty, and employee engagement, reinforcing that sustainable profit is essential to organisational value.

Table 4.18. Profit Inductive Analysis

Sample Quote	New Sub-themes	Validated 4P Theme
<p>P8: “I always emphasise that one of HR's key responsibilities is ensuring the organisation remains profitable. This is crucial because a profitable organisation can sustain employment, allowing employees to provide for their families.”</p> <p>P14: “As always, for profit-driven organisations, it is essential to focus on shareholder value while also contributing to society and meeting customer needs.”</p> <p>P17: “You need enough staff to grow and get more profit but then, also, hiring staff costs money. So, it's sort of thinking very strategically about the FOW.”</p> <p>P22: “Of course, my primary goal is to grow the company and pursue profits. I am a business, after all. However, it's crucial that I achieve this growth in a sustainable manner and remain committed to the targets I've set for ourselves.”</p> <p>P23: “For me, an organisation should always prioritise profit, as no one goes into business for charity. Sustaining employment requires making money. However, it's not just about maximising profit, but about making a profit while focusing on the growth and wellbeing of my people.”</p>	<p>Returns on Operations</p> <p>Reinvestment into Innovation</p>	<p>Profit</p>

4.5.3.2 People

The empirical analysis of the interviews reinforces the findings of the literature presented in Chapter Two whereby people focus on customer centricity, social equity and fair treatment of employees and the community (Baumgartner, 2010; Hernik, 2014; Balina, 2016; Hernik & Minguez-Vera, 2016). Therefore, “People” include core stakeholders that are impacted by an organisation, including employees, customers, suppliers, and communities. Respondents highlighted that organisations need to have a balance between their focus on people and profit to ensure long-term sustainability and success (Table 4.19). While financial performance is crucial for organisational viability, prioritising employee wellbeing, engagement, and development is equally important for fostering a positive workplace culture. This balance not only enhances employee morale and productivity but also leads to better customer satisfaction and loyalty, ultimately driving profitability. Additionally, organisations that prioritise people alongside profits are better positioned to attract and retain top talent, as employees increasingly seek workplaces that align with their values and support their personal and professional growth.

Table 4.19. People Inductive Analysis

Sample Quote	New Sub-themes	Validated 4P Theme
<p>P6: “So, if you treat your employees well and they feel like they belong and are included and they align with your purpose and strategy, they will treat your customers well. In fact, they will become the ambassadors to make sure they not only keep them but also get new customers.”</p> <p>P8: “So, people will continue to be the centre of driving financial, customer loyalty, and process improvement. And of course, the retention of people in my organisation.”</p> <p>P15: “I must meet customer-centric demands by addressing complex societal challenges and nurturing the next generation. This requires interdisciplinary collaboration and diverse perspectives to develop holistic solutions that benefit both individuals and society.”</p> <p>P16: “You need to balance between the numbers and the people's side. If you don't have the numbers to do it, the company has no money. Then, if you have the money, but you're not engaging your people well who are the source that run the company.”</p>	<p>Customer Engagement</p> <p>Development and Inclusivity</p>	<p>People</p>

4.5.3.3 Planet

Analysis of the responses corroborates the findings reported in Chapter Two which underscores “Planet” as the importance of environmental stewardship and sustainability in organisational operations, focusing on reducing ecological footprints by minimising waste and emissions, conserving resources, and promoting sustainability in all business practices (Jabbour & Jabbour, 2016; Udokporo et al., 2020; Wehrmeyer, 2017). Furthermore, it entails engaging with stakeholders to promote environmental awareness and advocate for policies that protect and preserve the planet and vulnerable communities. Respondents emphasised the importance of organisations having a sustainable purpose in addressing planetary challenges, indicating that a clear commitment to sustainability can enhance credibility and stakeholder trust (Table 4.20). This sustainable purpose goes beyond mere compliance; it requires organisations to embed environmental considerations into their core strategies and operations. By doing so, organisations can not only mitigate their ecological impact but also align with the growing consumer demand for responsible practices.

Table 4.20. Planet Inductive Analysis

Sample Quote	New Sub-themes	Validated 4P Theme
<i>P2: “Organisational purpose is critical from the perspective of what they are doing on this planet and what value they are trying to create here. And that’s why the long-term vision is critical.”</i>	Sustainability in Operations	Planet
<i>P7: “Our primary focus is the planet. We’re committed to net-zero emissions by 2050 and have taken steps like launching electric bikes and vans and installing solar panels on three buildings, reducing both my environmental impact and long-term costs.”</i>	Conservation of Natural Resources	
<i>P26: “If our purpose truly revolves around bettering the planet, something many of us are increasingly focused on, whether due to external pressure or personal values, then it becomes paramount to align our actions with that purpose.”</i>		
<i>P29: “Finally, our company is committed to giving back to people and the community while prioritising environmental stewardship. This aligns with the global trend towards sustainability, where businesses recognise the importance of caring for both individuals and the planet.”</i>		

4.5.3.4 Purpose

The addition of purpose was inspired by findings on the Common Good HRM in Chapter Two where organisations need a broader meaning and societal contribution as guidelines, beyond mere profit-making. It relates to the organisation's mission and ethical foundations and is about aligning operations with core values and creating meaningful impact through business activities (Hoffman & Shipper, 2018 ; Crifo et al., 2019; Chan & Lee, 2007; Frémeaux & Michelson, 2017; Joshi & Rahman, 2015). This aligns with the growing body of literature advocating for purpose-driven organisations (Dyllick & Muff, 2016), which posits that aligning business objectives with societal values enhances long-term success and stakeholder engagement. Respondents supported this by emphasising the importance of purpose in addressing socio-ecological challenges, underscore the need for organisations to integrate social responsibility into their core mission, thereby enriching the discourse on sustainable business practices and reinforcing the concept of the common good (Table 4.21).

Table 4.21. Purpose Inductive Analysis

Sample Quote	New Sub-themes	Validated 4P Theme
<i>P18: "I need organisations that have their purpose built and entirely focused on customer experience and innovation."</i>	Alignment with Environmental Goals	Purpose
<i>P19: "A vision without its underlying purpose cannot be strong. Therefore, an organisation's purpose should be the foundation of its strategy, including its approach to profitability, guiding all decisions and plans."</i>	Sustainable Value Creation	
<i>P20: "One subtle aspect to consider is ensuring alignment among team members and how they connect with the same purpose."</i>		
<i>P24: "So, you would have to foresee the future and because of that, I guess as a leader, you need to work with the team to come up with the purpose of the company first."</i>		
<i>P28: "So, you have to look at what motivates people, and they need purpose, they need challenge, and they need recognition."</i>		

4.6 The 4Ps Framework

In addition to identifying the key components of the 4Ps which is made up of Profit, People, Planet and Purpose, the interview responses and also validated the inside out and outside in approaches to stakeholder value as mentioned in Chapter Two under Common Good HRM. This ability to define the impact of the 4Ps on both internal and external stakeholders was key in understanding how businesses can approach sustainability and its broader impact on society and the environment. In regard to Profit, internally, organisations enhance profitability through strategic HRM practices that boost efficiency, productivity, and innovation. This includes investing in employee development, optimising processes, and fostering continuous improvement. Profitability ensures financial health, allowing reinvestment in people, infrastructure, and community initiatives. By prioritising profit within the Common Good HRM framework, organisations sustain operations, contribute to economic stability, and ensure long-term growth. In relation to People, employee wellbeing is also central to the 4Ps framework in Common Good HRM. Internally, this means creating a supportive and inclusive work environment with policies that promote work-life balance, benefits, and professional development. Externally, it extends to community initiatives supporting education, health, and social equity. By prioritising people, organisations build a loyal, motivated workforce, driving productivity and fostering a positive culture. As for Planet, environmental stewardship is important within the 4Ps framework. Organisations adopt sustainable practices to minimise their ecological footprint, internally by reducing waste and improving energy efficiency, and externally by supporting conservation projects and climate action initiatives. By focusing on the planet, organisations contribute to long-term sustainability and community wellbeing, showcasing responsible resource management and environmental impact. Aligning organisational activities with a broader purpose is also key as that proposed Common Good HRM. This means defining a clear mission and values that guide decision-making internally and externally. Internally, purpose-driven organisations foster meaning and fulfilment among employees, boosting engagement and loyalty. Externally, a strong sense of purpose enhances brand reputation and trust with stakeholders. By embedding purpose into their core strategy, organisations ensure their operations contribute to the common good, fostering sustainable development and a positive impact on society. Table 4.23 indicates how organisations apply the 4Ps framework internally and externally.

Table 4.22 Inductive Analysis of Internal and External Stakeholders

4Ps	Quotes supporting Internal objectives	Quotes supporting External objectives
Profit	<p>P14: “As always, for profit-driven organisations, it is essential to focus on shareholder value while also contributing to society and meeting customer needs.”</p> <p>P22: “Of course, my primary goal is to grow the company and pursue profits. I am a business, after all. However, it’s crucial that I achieve this growth in a sustainable manner and remain committed to the targets I’ve set for ourselves.”</p> <p>P23: “Our priority should always be profit. It still should be profitable. No one goes into business for charity’s sake. Everyone needs to make money. Without that money, I cannot sustain my employment. But it’s not always about maximising profit. It’s making a profit, but with a clear mind of what I want to do for my people and grow my people.”</p>	<p>P15: “I now have to meet the demands of customer-centricity, by addressing complex societal challenges, and nurturing the next generation. So now I have to embrace interdisciplinary collaboration and leverage diverse perspectives to develop holistic solutions that can serve both individuals and society as a whole.”</p> <p>P18: “I need organisations that have their purpose built and entirely focused on customer experience and innovation.”</p>
People	<p>P6: “So, if you treat our employees well and they feel like they belong and are included and they align with our purpose and strategy, they will treat our customers well. In fact, they will become the ambassadors to make sure they not only keep them but also get new customers.”</p> <p>P8: “So, people will continue to be the centre of driving financial, customer loyalty, and process improvement. And of course, the retention of people in our organisation.”</p> <p>P16: “You need to balance between the numbers and the people’s side. If you don’t have the numbers to do it, the company has no money. Then, if you have the money, but you’re not engaging our people well who are the source that run the company.”</p>	<p>P29: “The final point I’d like to emphasise is the company’s commitment to giving back to both people and the community while also prioritising environmental stewardship. This aligns with a growing global trend towards sustainability, where businesses recognise the importance of caring for both individuals and the planet.”</p> <p>P6: “Business leaders and HR leaders have to seriously consider what changes need to be done in order to attract, retain and create a different kind of workforce in order to engage and keep these kinds of people who are demanding hybrid work and work life balance they want to have.”</p>
Planet	<p>P2: “Organisational purpose is critical from the perspective of what we are doing on this planet and what value we’re creating. That’s why the long-term vision is critical.”</p> <p>P7: “First and foremost, my focus is on the planet, recently launching my net-zero commitment to achieve net-zero emissions by 2050. By investing in initiatives like electric bikes and vans, as well as installing solar panels on three of my buildings, I’ve not only reduced my environmental impact but also lowered my long-term operational costs.”</p> <p>P26: “I believe that in organisations with high maturity levels, a focus on digitalization, utilisation of AI, and commitment to sustainability becomes prominent. These pillars not only signify technological advancement but also reflect a deeper commitment to efficiency, innovation, and responsible practices.”</p>	<p>P26: “If our purpose truly revolves around bettering the planet, something many of us are increasingly focused on, whether due to external pressure or personal values, then it becomes paramount to align our actions with that purpose.”</p> <p>P28: “I work a lot on sustainability. If you can just increase the longevity of a product so you don’t have to rebuild, you don’t have to create new steel from rust and all that, right? So, this is what we were.”</p>
Purpose	<p>P19: “If a vision fails to incorporate its underlying purpose, I don’t believe it can be considered a strong vision. Therefore, returning to the initial question, the purpose should serve as the foundation for every organisation’s strategy, including its approach to profitability. All decisions and plans should stem from this purpose.”</p> <p>P20: “One subtle aspect to consider is ensuring alignment among team members and how they connect with the same purpose.”</p> <p>P24: “So, you would have to foresee the future and because of that, I guess as a leader, you need to work with the team to come up with the purpose of the company first.”</p> <p>P28: “So, you have to look at what motivates people, and they need purpose, they need challenge, and they need recognition.”</p>	

As such the 4P framework integrates to ensure that its actions are aligned with the common good, creating a balanced strategy that supports both immediate business needs and larger societal benefits. Figure 4.14 lays out the 4Ps Framework below.

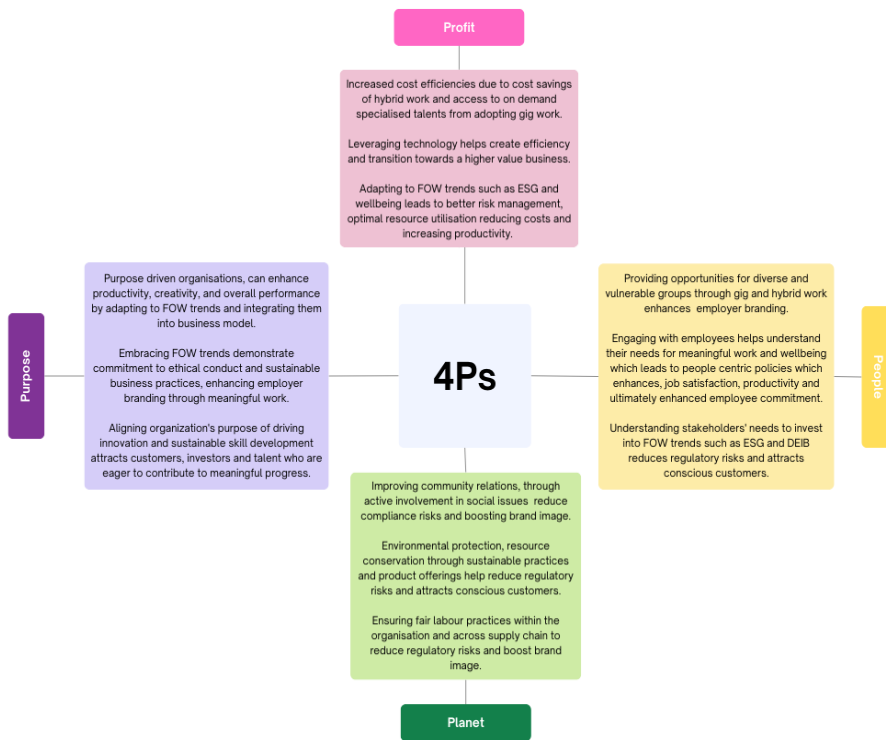


Figure 4.14 4Ps Framework

Further to this, the research was also able to extend literature review on each of the Ps as presented in Chapter Two. These additional categories are captured in Table 4.24 below and are based on an analysis of the interviews obtained.

Table 4.23 Summary of the 4P final categories

INITIAL CATEGORIES DRAWN FROM LITERATURE	ADDITIONAL CATEGORIES DRAWN FROM INTERVIEWS	FINAL CATEGORIES
Profit: <ul style="list-style-type: none"> • Economic Performance • Market Positioning • Growth and Expansion • Stakeholder Value 	Profit <ul style="list-style-type: none"> • Returns on Operations • Reinvestment into Innovation 	Profit: <ul style="list-style-type: none"> • Financial Viability • Returns on Operations • Reinvestment into Innovation • Market Success and Value Creation
People: <ul style="list-style-type: none"> • Employee Welfare • Community Engagement • Diversity and Inclusion • Human Rights 	People <ul style="list-style-type: none"> • Customer Engagement • Development and Inclusivity 	People: <ul style="list-style-type: none"> • Employee Wellbeing • Customer Engagement • Community Contributions • Development and Inclusivity
Planet: <ul style="list-style-type: none"> • Environmental Impact Reduction • Resource Sustainability • Climate Change Mitigation • Biodiversity Conservation 	Planet <ul style="list-style-type: none"> • Sustainability in Operations • Conservation of Natural Resources 	Planet: <ul style="list-style-type: none"> • Environmental Stewardship • Sustainability in Operations • Conservation of Natural Resources • Climate Change Mitigation
Purpose: <ul style="list-style-type: none"> • Societal Impact • Ethical Governance • Corporate Social Responsibility • Long-term Organisational Vision 	Purpose <ul style="list-style-type: none"> • Alignment with Environmental Goals • Sustainable Value Creation 	Purpose: <ul style="list-style-type: none"> • Societal Contribution • Alignment with Environmental Goals • Mission and Values Orientation • Sustainable Value Creation

The review of categories allows for evolution of what constitutes each P within the 4Ps framework. For Profit, themes transitioned from broad concepts like Economic Performance and Market Positioning to more specific focuses such as Financial Viability and Reinvestment into Innovation, indicating a shift towards actionable outcomes and direct reinvestment strategies for

innovation and market value creation. Similarly, People expanded from a focus on Employee Welfare and Diversity to encompass broader aspects like Employee Wellbeing and Community Contributions, highlighting a more holistic view of internal and external human relations and development. The Planet shifted from general Environmental Impact Reduction to more precise actions like Environmental Stewardship and Sustainability in Operations, reflecting a practical approach to operational sustainability. Meanwhile, purpose saw a refinement from broad societal impacts and ethical governance to targeted alignments such as Societal Contribution and Mission and Values Orientation, emphasising the strategic integration of organisational goals with societal and environmental objectives. These refinements suggest a movement towards more integrated and specific practices within the realms of corporate sustainability and responsibility.

4.6.1 Redefining the 4Ps Framework

Further to the above, this research also utilised NVivo analysis to gain richer insights and to validate findings. After performing cluster analysis, key overlaps were found to exist between the 4Ps as shown in Figure 14. It was also discovered after further analysis that these overlaps of 4Ps can cause either a state of tension which nullifies the benefits of 4Ps or be in coexistence which further enhances the benefits of the 4Ps.

4.6.1.1 Tensions between the 4Ps

As highlighted in Chapter Two, inherent tensions do exist between the Ps. For example, those prioritising profit may be focused on maximising financial returns, meeting short-term financial targets, or ensuring the organisation's survival in a competitive market. Conversely, organisations prioritising people may emphasise employee wellbeing, job satisfaction, and enhanced employer branding. Meanwhile, organisations focused on the planet may prioritise environmental sustainability, social responsibility, and ethical business practices. This observation was also confirmed by NVivo analysis of data collected from the respondents.

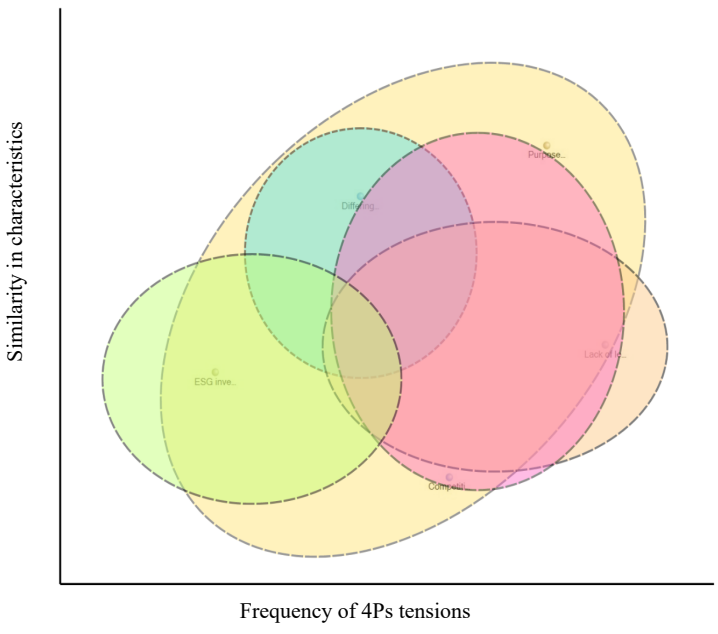


Figure 4.15. Heat Map of the 4Ps tensions

Figure 4.15 illustrates a heat map generated from cluster analysis, which emphasises the overlaps that create tensions. Cluster (1) is represented in the pink area, while cluster (2) is represented in blue, cluster (3) is shown in green area, cluster (4) which is profit is represented in the orange area and cluster (5) is represented in the yellow area. The clusters in the heat map show tensions resulting from the overlaps of 4Ps (Figure 4.16).



Figure 4.16. Cluster analysis of the 4P tensions

These tensions are further elucidated in Table 4.25 below whereby prioritising one P over the others can create conflicts between resources as addressed in Chapter Two. Further to this, the absence or overemphasis on one P can also cause tensions.

Table 4.24. Tensions between Purpose, People, Profit and Planet

Tension	Description
Differing perspectives	Tensions may arise from the discrepancy between perspectives as others may prioritise aspects such as employee wellbeing whilst others focus on aspects of cost-effectiveness and financial stability.
Purpose alignment	Certain matters may be perceived as outside the realm of business concern, while others may view them as integral to the organisation's broader purpose and responsibilities. This difference can lead to tension and conflict, as it reflects differing values and priorities within the organisation.
Lack of learning and development advocacy	The existing tension reflects competing priorities and the need to justify investments in employee development against other organisational needs.
ESG investment vs benefit	Tension is evident in the trade-off between the upfront investment required to implement ESG practices and the potential long-term benefits they offer.
Competition for talent	Competition for talent can result in a lack of prioritisation of other areas of the organisation such as planet/ESG as more resources will be allocated to talent recruitment and retention strategies.

i. Differing perspectives

It was highlighted by the respondents that there are differing perspectives on the relationship between people (human resources) and profit and profit and planet within an organisation. As per the respondent’s comment,

PI7: “There is no tension at all if you're asking a HR person. But if you ask a CFO then he or she will think differently because the highest operating costs is that of human capital.”

Those that believe in stakeholder value may not perceive a tension between people and profit and profit and planet. From this perspective, investing in people may seem as essential for

long-term success. On the other hand, those that are responsible for financial management, might view human capital as a substantial cost.

ii. Purpose misalignment

While some respondents did not explicitly state that people should be the priority, the acknowledgement of a conflict in mindset implies the importance of addressing people-related matters within the business framework. It encourages a reconsideration of the perceived boundaries of business responsibility. This is illustrated by the following quote:

P29: "In this case, the case is more like you say; maybe there is also conflict in the purpose, in the mind of some people because they think, oh, this is like personal stuff, not my responsibility as a business"

iii. Lack of learning and development advocacy

According to the respondents, tension is further enhanced because when the focus is on shareholder profit, leadership does not advocate for learning and development as a result of the opportunity costs involved with time taken off for training. From a profit-centric perspective, the challenge lies in overcoming this and demonstrating the long-term financial benefits of investing in learning and development for both individuals and the organisation. The quote below illustrates this:

P28: "In regard to learning and development, I find it very challenging to get people for that unless it is a requirement".

iv. ESG investment vs benefit

Furthermore, according to the respondents, one area to note is the tension between the costs and benefits of implementing ESG practices, specifically in the context of Malaysia. As recommended by the participant,

P12: "Implementing ESG practices takes a lot of investment, and honestly, I don't think Malaysia is fully invested in it yet. However, the benefits of adopting ESG practices are

immense and will eventually lead to profit and progress. The tension always lies between doing it right away or waiting until I don't have any other choice.”

The respondents acknowledged that implementing ESG practices requires significant investment, implying costs for changes in operations, technology, and employee training. They also believe Malaysia has only "scratched the surface" of ESG investment, indicating that full-scale adoption is not yet widespread. This tension reflects the gap between the perceived importance of ESG practices and the current level of investment and adoption in Malaysia, possibly due to hesitancy or delay in committing resources.

v. Competition for talent

Additionally, according to the respondents, in contexts where organisations are actively vying for the same pool of talent, the pressure to attract and retain skilled individuals may impact how much emphasis is placed on stakeholder value considerations. The competitive landscape for talent can create tension as organisations may feel compelled to prioritise other factors, such as financial incentives or career development, over stakeholder value initiatives such as planet/ESG to secure top talent. This has been induced from the quote below,

P16: “Again, the factors would be where there’s competition for the talent.”

4.6.1.2 Coexistence between the 4Ps

On the other hand, the NVivo analysis of the responses also revealed that coexistence between the 4Ps is also possible as highlighted in Chapter Two. This coexistence promotes the adoption of holistic FOW trends, balancing the overlaps with a multifocal overview on profitability and sustainable growth.

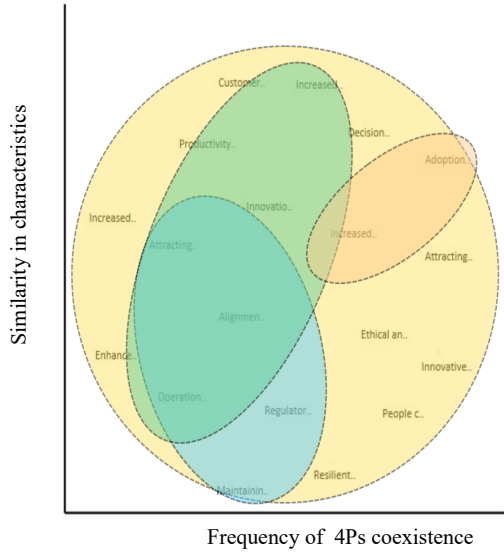


Figure 4.17 Heat map of 4Ps coexistence overlaps

Figure 4.17 illustrates a heat map generated from cluster analysis, which emphasises the overlaps between clusters. Cluster (1) which is represented in the blue area, while cluster (2) which is represented in orange, cluster (3) which is shown in yellow and cluster (4) which is represented in the green area. The clusters in the heat map show an overlap of the 4Ps coexistence.

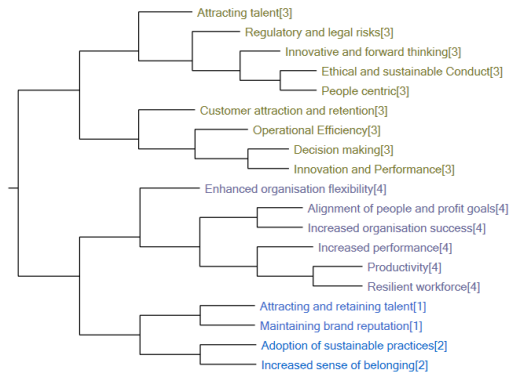


Figure 4.18 Cluster analysis of 4Ps coexistence

**Cluster 1 represents purpose, cluster 2 represents planet, cluster 3 represents people and cluster 4 represents profit.*

Based on the possible coexistence discovered through NVivo analysis, Figure 4.19 represents a graphic representation of the possible overlaps.

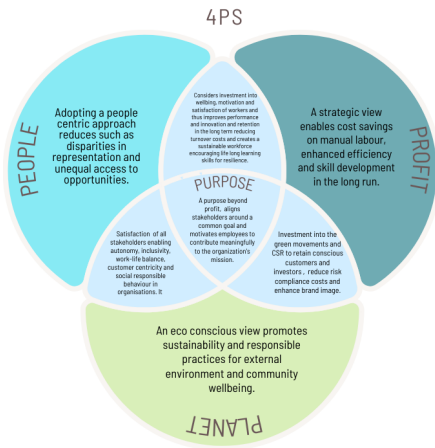


Figure 4.19 4P Overlaps: coexistence

We have also categorised these accordingly. This process not only helps clarify the strategic impacts of each pillar but also ensures that the organisation’s efforts are well-balanced and integrated into a coherent strategy that supports long-term success. Some of the key benefits identified from the interview data and through NVivo analysis include business resilience and viability, strategic alignment, organisational efficiency, increased productivity, optimal decision-making, enhanced innovation and performance, attraction and retention of employees, customer attraction and retention, decreased regulatory risks and compliance costs, and ethical and sustainable conduct, all of which validate the findings from the literature review in Chapter Two. The derivation of these benefits from the NVivo data analysis is highlighted in Table 4.26 below.

Table 4.25. 4Ps benefits derivation from the coexistence cluster analysis and includes the correlated literature review as identified in Chapter Two.

Literature review	Sample Quotes	NVivo clusters	Category of Benefit
<i>Enhancing the organisation's ability to withstand market fluctuations and ensuring long-term sustainability by adapting to changing environmental and economic conditions (Dempsey et al., 2011; Hanegraaf et al., 1998).</i>	<p>P8: "So that is what it is if you ask me the critical way, business acumen, skill development, the employee experience will continue to be important to drive the business bottom line."</p> <p>P15: "The strength that can weaken us or make us stronger is the energy and collaboration of the team around us. True resilience comes from the collective power of a duo, trio, or quartet, rather than going it alone."</p> <p>P20: "Despite challenges, when the rationale is clear, problem-solving becomes efficient, paving the way for successful transformations."</p> <p>P22: "There should be at least one and a half successions per role. So, that can only be done if we are ensuring that there is a continuous supply of leaders that we are building up and we track where their progression is going to be."</p>	<p>Innovative and forward thinking</p> <p>Increased organisation success</p> <p>Resilient workforce</p>	<p>Business resilience and viability</p>
<i>Ensuring that all business operations, processes, and initiatives are in harmony with the organisation's core goals and strategies, leading to coherent and unified efforts towards achieving business objectives (Stahl et al., 2020; Chan & Lee, 2007).</i>	<p>P8: "In order to continue the flow there needs to be alignment and in control of managing the expectation of the business."</p> <p>P10: "Intangibles like corporate culture which are tangible yet also intangible, it's crucial that these too are measurable. They should align with our ROE objectives. This ensures that even the less tangible aspects of our business contribute directly to our overall goals."</p> <p>P11: "Ensuring that all business unit leaders are aligned and understand our goals is key. We discuss this monthly at the leadership council, focusing on who is performing well, who needs help, and where to invest more time."</p> <p>P14: "When purpose, culture, and business goals align, they interlock and complement each other. This creates autonomy and empowers employees to advocate for certain values. It also helps with mastery and ultimately leads to profit as a natural outcome."</p> <p>P34: "Everything is aligned. We have clarity regarding profitability, and we share transparent information during meetings with service and leadership teams, as well as senior managers and above."</p>	<p>Enhanced organisation flexibility</p> <p>Alignment of people and profit goals</p>	<p>Strategic alignment</p>
<i>Enhancing organisational efficiency by optimising processes, resources, and systems, and facilitating informed and effective decision-making processes</i>	<p>P4: "I see that we have initiatives to integrate the system and the people so that we can speed up the process and gain efficiency."</p> <p>P11: "I will implement digitalisation in my workplace because it will enable us to see real time data, real time insights and help with real time reporting, that's very important."</p>	<p>Operational Efficiency</p> <p>Decision making</p>	<p>Optimal decision making and operational Efficiency</p>

<p>through accurate data, comprehensive analysis, and strategic foresight (Tooranloo et al., 2017; Youndt et al., 1996; Paillé & Francoeur, 2022; Glaser & Diele, 2004).</p>	<p>P25: "Investing in external consultants can introduce fresh perspectives. When necessary, they should hire top external GMs or consultants to provide the expertise they lack and help crystallise their plans."</p> <p>P22: "Accountability shouldn't rest with one person to prevent monopolising decision-making. Our philosophy is that diverse employees should feel equally accountable and responsible, embodying an entrepreneurial spirit and striving for the business's success."</p>		
<p>Driving increased productivity by elevating work output per unit of input through improved practices and technologies, alongside fostering innovation and performance improvement within the organisation (Love & Gunasekaran, 1997; Jabbour & Santos, 2010; Stahl et al., 2020; Aust et al., 2020).</p>	<p>P1: "We need to be more proactive in managing medical costs, in managing absenteeism and improving productivity."</p> <p>P8: "So, AI is definitely needed in that maturity model and sustainability because it helps humans to be more productive, and able to manually manage mental health and wellness in the expectation that the future will define"</p> <p>P14: "Technologies are more consistent and less prone to error because they are programmable. Humans, being less predictable, may get sick or resign. Thus, technology complements the natural behaviours of the human workforce, boosting productivity."</p> <p>P22: "The products we design now are also with the intent of the customers having to use less water in the product. So, the innovations spurred by the green movement increase the performance of our products."</p> <p>P23: "I'm a strong proponent of wellbeing in the workplace and I think what it does is two things. I think that when your employees are happy, they perform better and consequently the organisations perform better."</p> <p>P25: "In my opinion, to achieve balanced mental and physical health while delivering performance, we need to rethink traditional work styles, work hours, and benefits."</p>	<p>Innovation and Performance Productivity</p>	<p>Increased Productivity and enhanced Innovation and Performance</p>
<p>Aligning with evolving customer expectations through diverse teams and technological advancements to effectively attract, retain, and grow a loyal customer base (Dempsey et al., 2009; Tooranloo et al., 2017; Wehrmeyer, 2017).</p>	<p>P8: "There will be much more sophisticated technology that enables us to have a better lifestyle factor, productivity, the speed of doing business and meeting consumer needs. And that's what we're going to see in the next 30 years."</p> <p>P9: "We are focusing on a customer experience and a customer journey. This is possible because of pre-emptive customer data analytics which helps us with hyper personalisation. We are able to use the information and prepare everything in advance so that there's no hassle for the customer."</p> <p>P22: "On top of that for our brands, we have pioneered them using refillable packs so that people use less plastic and then, of course, you can return it to the store. so, they can perform in line with our customer's expectations."</p>	<p>People centric Customer Attraction and Retention</p>	<p>Customer Attraction and Retention</p>

<p><i>Creating a work environment and culture that appeals to potential hires and retains existing employees by addressing their needs, aspirations, and well-being (Hui, 2008; Tooranloo et al., 2017).</i></p>	<p><i>P4: "With a multi-generational workforce, we must adapt our methods to suit both current and future generations to remain the employer of choice."</i></p> <p><i>P6: "Business leaders and HR leaders have to seriously consider what changes need to be done in order to attract, retain and create a different kind of workforce in order to engage and keep these kinds of people who are demanding hybrid work and work life balance they want to have."</i></p> <p><i>P17: "We automate tasks from employees so that their total workload doesn't necessarily increase and stresses them too much, this way they can do their job efficiently and do more meaningful work, creating employee satisfaction."</i></p> <p><i>P27: "We have gig work in organisations now so we can provide opportunities and include housewives, and any other contingent workers in the workplace and they are considered as better employers."</i></p>	<p><i>People centric Increased sense of belonging</i></p>	<p><i>Attraction and retaining employees</i></p>
<p><i>Mitigating regulatory and legal risks by ensuring compliance with evolving standards and regulations, safeguarding reputation and financial well-being of the organisation (Paillé & Francoeur, 2022; Arulrajah et al., 2016; Guerci et al., 2015).</i></p>	<p><i>P1: "Strategically speaking, many acknowledge that prioritising good ESG practices is beneficial for profitability. It essentially serves as our 'licence to operate,' as without it, we face heightened environmental degradation, increased risk, and stricter compliance requirements."</i></p>	<p><i>Regulatory and legal risks</i></p>	<p><i>Reduced Regulatory and Legal Risks</i></p>
<p><i>Embedding ethical practices and sustainability into business operations and strategies to foster compliance with societal expectations, thereby enhancing the organisation's reputation and contributing to global sustainability efforts (Paillé & Francoeur, 2022; Dyllick & Muff, 2016; Ehnert et al., 2013).</i></p>	<p><i>P7: "The sustainability scenario is that we're reflecting our entire fleet to electric, we're putting solar panels on every building, and we're going through a huge waste management and building energy management program."</i></p> <p><i>P14: "I suggest organising priorities into a triangle, with people, planet, and profit as the three points. This is because we must always consider the triple bottom line and stakeholder value."</i></p> <p><i>P17: "One example from an environmental perspective is just reducing our carbon footprint, and again, how do we find the right balance between getting in front of our clients and getting in front of our teams."</i></p> <p><i>P26: "In highly mature organisations, a focus on digitalisation, AI, and sustainability is prominent. These pillars signify technological advancement and a commitment to efficiency, innovation, and responsible practices."</i></p> <p><i>P28: "We work a lot on sustainability. If you can just increase the longevity of a product so you don't have to rebuild, you don't have to create new steel from rust and all that, right? So, this is what we were."</i></p>	<p><i>Adoption of sustainable practices</i></p> <p><i>Ethical and sustainable Conduct</i></p> <p><i>Maintaining brand reputation</i></p>	<p><i>Ethical and sustainable conduct</i></p>

4.6.2 Applying the 4Ps Framework to FOW Megatrends

Further to this, this research was also able to apply the 4Ps Framework of Profit, People, Planet, and Purpose to the FOW megatrends identified in Theme 1 (Figure 4.20).

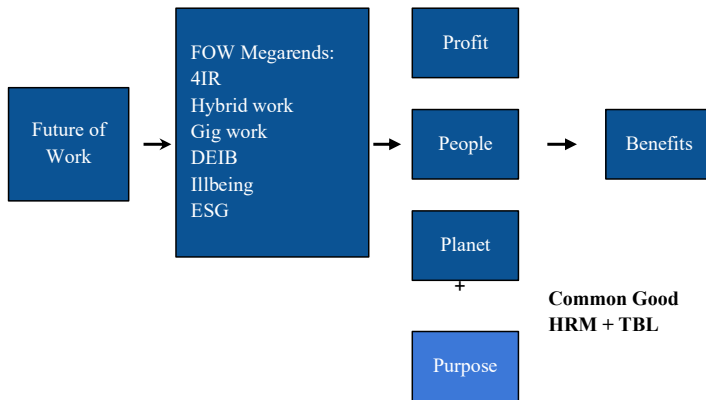


Figure 4.20 4Ps Benefits and FOW themes

4.6.2.1 Fourth Industrial Revolution (4IR)

Empirical data analysis reveals numerous benefits of adopting the 4Ps within 4IR. Increased efficiency, frequently cited by interviewees, is achieved through AI and automation, which streamline processes and reduce costs. Digitalisation enables real-time data analytics, improving decision-making. Integrating AI and automation boosts productivity by eliminating repetitive tasks. Innovative digital communication tools enhance collaboration, support hybrid work models, and promote inclusivity. AI assistive technologies benefit individuals with disabilities, creating more inclusive work environments. Adopting 4IR technologies signals a commitment to innovation, attracting top talent. Data-driven insights and predictive analytics improve customer satisfaction and retention, while digitalisation reduces regulatory risks and costs.

4.6.2.2 Remote and Hybrid Working

The interviews underscored the critical importance of adopting hybrid work within the 4P framework, offering numerous benefits. This leads to significant cost savings by reducing office

spaces, travel expenses, and infrastructure investments. Hybrid work also encourages diverse opinions, fostering informed decisions and caters to diverse needs and skill sets, enhancing productivity and decision-making. Recognising individual working styles promotes flexibility and a result-oriented approach, potentially boosting performance and also balances professional and personal lives, increasing focus and energy. On top of this, it facilitates global talent acquisition, enhancing creativity and innovation. As professionals seek adaptable work-life balance, it aids retention, ensuring employee satisfaction and loyalty. Embracing remote work enhances organisational branding, portraying inclusivity, and employee-centricity. Today, customers also prefer socially responsible companies, leading to increased loyalty and referrals. Lastly, it helps avoid regulatory costs by reducing the risk of legal violations.

4.6.2.3 Third-Party Contract & Gig Work

According to the interview data, adopting gig work under the framework of 4P (People, Profit, Purpose, Planet) brings a multitude of benefits. Firstly, it enhances operational efficiency by reducing dependence on full-time workers, thus cutting costs, and increasing speed, while also offering flexibility for short-term projects. Secondly, it optimises decision-making processes by granting access to specialised skills not available internally. Thirdly, gig work boosts productivity by providing specialised talent for specific projects. Moreover, it fosters enhanced innovation and performance by tapping into a diverse pool of gig workers. Additionally, gig work arrangements contribute to enhanced employer branding by offering flexibility and work-life balance, thereby aiding in talent attraction and retention. Furthermore, gig initiatives promote customer satisfaction and retention, as customers prefer organisations that prioritise equal opportunities, fair treatment of workers, and safe work environments. Lastly, adopting gig work helps in reducing regulatory and legal risks, as it avoids regulatory costs and legal fines associated with traditional employment models.

4.6.2.4 Diversity, Equity, Inclusion, Belonging (DEIB)

Respondents highlighted the benefits of implementing DEIB practices within organisations across the 4P framework. Firstly, it enhances operational efficiency by fostering belonging, reducing turnover costs, and promoting diverse perspectives for informed decision-making. Secondly, it increases productivity by accommodating personal needs, boosting efficiency.

Thirdly, it fosters innovation and performance by incorporating diverse perspectives. Additionally, it enhances employer branding, attracting diverse talent and increasing customer satisfaction. Lastly, it mitigates regulatory risks by ensuring compliance with equal opportunity laws. Overall, embracing DEIB principles contributes to organisational success and sustainability.

4.6.2.5 Wellbeing

Interview insights indicated that integrating wellbeing initiatives into the 4P framework offers numerous organisational benefits. Firstly, it enhances operational efficiency by reducing turnover costs and improving workforce effectiveness. Secondly, it fosters optimal decision-making by ensuring employee health and productivity. Thirdly, it facilitates enhanced innovation and performance by improving mental wellbeing. Moreover, it positively impacts employer branding, fostering trust and loyalty. Furthermore, it contributes to customer satisfaction and retention. Finally, it helps in reducing regulatory and legal risks associated with worker health and safety concerns. Overall, integrating wellbeing initiatives within the 4P framework yields multifaceted advantages across various organisational aspects.

4.6.2.6 Environment, Social, Governance ESG

Insights from the data revealed that implementing ESG (Environmental, Social, and Governance) principles yields numerous benefits across the 4P framework. Firstly, it enhances operational efficiency by reducing waste and improving overall operations. Secondly, ESG aids in optimal decision-making by focusing on resource and risk management. Thirdly, it increases productivity by averting supply chain disruptions and supporting local communities. Moreover, prioritising creativity in product design fosters innovation and performance. Additionally, it enhances employer branding, attracting talent aligned with broader ESG goals. Furthermore, it improves customer satisfaction and retention by meeting sustainable practices. Lastly, it reduces regulatory risks and compliance costs by transitioning to greener technologies ahead of regulations.

Table 4.27 summarises the above. It is hope that the 4Ps Framework when applied to megatrends will allow organisations to create more value, enacting meaningful solutions that promote sustainability, resilience, and positive societal impact.

Table 4.26. Summary of application of 4Ps on FOW megatrends

	4IR	Hybrid and Remote Working	Third-Party Contract and Gig Work	DEIB	Wellbeing	ESG
Profit	Increased efficiency and productivity through automation and AI.	Reduces overhead costs related to office spaces and facilities.	Cost-effective workforce solutions for short-term projects.	Diverse teams enhance innovation and problem-solving, leading to competitive advantages.	Invests in employee wellbeing reduces turnover and associated costs.	ESG initiatives can attract investors and enhance brand reputation, leading to increased profitability.
People	Advances in technology require upskilling and reskilling the workforce.	Enables remote work, accommodating diverse needs and lifestyles.	Provides opportunities for diverse talent to participate in the gig economy.	Promotes diverse representation and inclusive workplaces.	Focus on employee wellbeing leads to increased productivity and satisfaction.	Encourages diversity, equity, and inclusion in decision-making processes and workforce management. Supports initiatives to address social and environmental justice.
Purpose	Provides opportunities for meaningful work and innovation.	Supports work-life balance, promoting employee satisfaction and loyalty.	Enables individuals to pursue flexible work arrangements aligned with personal goals.	Emphasises the importance of inclusion and belonging, fostering a sense of purpose among employees.	Focus on wellbeing reflects organisational commitment to employee welfare.	Aligns business goals with broader societal and environmental needs, contributing to a sense of purpose and impact.
Planet	Encourages sustainable practices in manufacturing and resource utilisation.	Reduces carbon footprint through remote work, minimising commuting-related emissions.	Gig work can promote sustainable consumption and reduce environmental impact.	Inclusive workplaces support diverse perspectives on environmental sustainability.	Promotes holistic wellbeing, including environmental consciousness.	ESG initiatives prioritise environmental sustainability and corporate responsibility, contributing to planetary health.

CHAPTER FIVE

FINDINGS AND ANALYSIS OF THEME 4 AND THEME 5

This chapter will expand upon Theme 4 which considers which HRM Solutions are best to navigate FoW and Theme 5 which examines leadership as an enabler to supporting successful HRM practices in organizations.

5.1 A PRIORI THEME 4: HRM SOLUTIONS

In this section, the researcher examines the interview responses in relation to **RQ3**: How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals? Hence, theme 3, titled HR Solutions seeks to fulfil RO3 which is to identify the challenges encountered by HR professionals as they draw on strategic and sustainable HRM policies, along with strategies employed to address these obstacles. It explores how to navigate the impact of FOW trends from a HR perspective and identifies which HRM Solutions would best fit a future-proofed HRM model to identify what HRM practices are best suited to navigate the impact of FOW.

5.1.1 HRM Solutions

In Chapter Two, key drivers of effective HRM were identified when analysing the overlaps between StHRM and SuHRM. This included strategy and foresight, organisational design, policies and processes, leadership, and culture, change management, innovative practices, and organisational learning and growth. By conducting a rigorous analysis of the interview results, this research was also able to validate these drivers and their role in addressing the challenges posed by the 4Ds and supporting the establishment of the 4Ps framework. Through the insights gleaned from the interview responses, the research then further refined the drivers to provide us with detailed insights into what makes each driver ineffective and effective and

5.1.1.1 Strategy and Foresight

As per Chapter Two, strategy and foresight involve agile planning to adapt in dynamic environments and using foresight to anticipate future trends and challenges (Flores, Xu & Lu, 2020 ; Minbaeva, 2021; Collings et al., 2021). Table 5.1. depicted below illustrates how the interview results processed through an inductive approach confirmed that Strategy and Foresight was among the six pivotal navigational drivers crucial for effectively implementing the 4Ps framework. The insights extracted from the interview responses were also useful in refining the driver providing nuanced distinctions between ineffective and effective navigational subthemes.

Table 5.1. Strategy and Foresight Inductive Analysis

Sample Quote	Drivers of ineffective and effective HRM practices	Validated Driver
<p><i>P6: "If you're not forward-thinking, you risk unpreparedness for the future, leading to costly employee turnover and difficulty attracting top talent. Similarly, failing to upgrade machinery gives competitors an edge. Delaying adaptation can be financially burdensome given current high capital costs."</i></p> <p><i>P11: "Nostalgia for a small organisation's early days is common but not always productive. Instead of dwelling on past glories, I should focus on adaptation, innovation, and evolution to stay relevant in a changing world."</i></p> <p><i>P28: "Organisations often implement initiatives without a strategy tailored to their needs. They should consider both short-term implications and long-term consequences."</i></p>	<p>Ineffective</p> <ul style="list-style-type: none"> ● Lack of agile strategies. ● Lack of sustainable planning. 	Strategy and foresight
<p><i>P1: "Anticipating risks and being agile enough to change strategy based on current structures and systems is a crucial skill. Many organisations successfully navigated the challenges of the pandemic by pivoting quickly and effectively."</i></p> <p><i>P3: "Future-oriented strategies vary by industry. Understanding my industry's evolving demands and trends is crucial. I must anticipate changes and shifts in demand early. Agility and proactive adaptation can prevent pitfalls faced by businesses that fail to recognise the need for change."</i></p>	<p>Effective</p> <ul style="list-style-type: none"> ● Proactive planning. ● Continuous environmental scanning. 	

Overall, participants highlighted strategy and foresight as crucial for anticipating future challenges and opportunities, enabling proactive decision-making. These practices foster adaptability and resilience in FOW, where uncertainty prevails, necessitating swift adaptation to changing circumstances through continuous trend monitoring and strategy adjustments. Moreover, strategy and foresight drive innovation and growth by anticipating emerging markets, technologies, and customer needs, enabling the development of innovative products, services, and business models. Additionally, they help organisations identify and mitigate risks associated with FOW, such as supply chain disruptions or regulatory changes, allowing them to develop contingency plans in advance. Effective strategy also led to the organisation's success in achieving its long-term objectives, staying ahead of the competition, and thriving in a rapidly changing landscape. As a result, to implement effective strategy, organisations need to scan their environment, leverage relevant data and insights, and regularly reassess their strategic plans. Ineffective strategy, on the other hand, hindered the organisation's ability to capitalise on emerging trends and navigate uncertainties due to inflexible strategies and rigid plans.

It was also possible to explore how strategy and foresight is able to impact the six FOW megatrends from Theme 1. This analysis is able shed light on the obstacles that impede implementation and offers up effective solutions to navigate them as per Table 5.2 below.

Table 5.2. Ineffective and Effective Strategy and Foresight across all FOW megatrends

	FOW Megatrends	INEFFECTIVE	EFFECTIVE
i.	4IR	<ul style="list-style-type: none"> a. Unsustainable technology b. Lack of agility in execution 	<ul style="list-style-type: none"> a. Continuous foresight: Customer and Industry-focused foresight b. Agile strategic planning
ii.	HYBRID	<ul style="list-style-type: none"> a. Lack of foresight into changing workspace dynamics b. Lack of flexibility and personalisation and of strategies 	<ul style="list-style-type: none"> a. Foresight enabling strategies to adapt to changing workspaces. b. Agile strategies allowing to adapt to personal needs
iii.	GIG	<ul style="list-style-type: none"> a. Lack of foresight into long term effects of dependence on gig work leading to underdeveloped in house team. b. Inflexible strategies that lead to high acquisition costs, struggles with adapting to team and culture, and ethical issues. 	<ul style="list-style-type: none"> a. Strategies to account for long term opportunity costs through foresight b. Agile strategies allowing to address various gig challenges
iv.	DEIB	<ul style="list-style-type: none"> a. Lack of agility in strategy execution slows responses to evolving diversity needs. 	<ul style="list-style-type: none"> a. Agile strategies allowing to adapt to evolving DEIB.
v.	WELLBEING	<ul style="list-style-type: none"> a. Lack of foresight and planning resulting to reactive strategy rather than proactively preventing challenges b. Lack of responsiveness to changing wellbeing needs 	<ul style="list-style-type: none"> a. Proactive strategies through foresight b. Responsive to changing wellbeing needs.
vi.	ESG	<ul style="list-style-type: none"> a. Lack of foresight with ESG adoption leading to competitive disadvantage b. Lack of flexibility of strategy leading to slower adoption of ESG 	<ul style="list-style-type: none"> a. Foresight into ESG trends to gain competitive advantage. b. Flexible strategies to adopt to ESG trends

5.1.1.2 Organisational Design

Aligned with findings in Chapter Two whereby organisational design focuses on creating an efficient structure aligned with goals, promoting role flexibility and collaborative environments. (Davidescu et al., 2020; Chams & García-Blandón, 2019), the interview responses also confirmed that organisational design was a key driver when deciding on which HRM practices to adopt. Organisations must adapt their structures to foster adaptability, innovation, and employee retention amid rapid technological advancements, globalisation, and changing workforce demographics. Effective organisational design supports rapid changes, enhancing agility and flexibility to respond to market conditions, regulations, new technologies, and evolving preferences. It also fosters innovation and creativity by implementing flat hierarchies, promoting collaboration, and encouraging experimentation. Additionally, good organisational design helps attract and retain top talent by offering meaningful work, growth opportunities, and a positive culture, differentiating companies as employers of choice.

Table 5.3 below illustrates the interview results, processed through an inductive approach, which confirmed organisation design as among the six pivotal navigational trends crucial for effectively implementing the 4Ps framework. The insights extracted from the interview responses have refined these trends providing nuanced distinctions between ineffective and effective navigational subthemes.

The analysis shows that ineffective organisational design leads to inefficiencies, silos, and an inability to adapt to changing business requirements, limiting overall organisational performance. This may arise from a failure to consider rigid structures that hinder collaboration and innovation among different departments and resistance to change. Hence, effective organisational design helps in streamlining and creating a responsive organisational structure, fostering innovation, employee engagement and satisfaction, and overall productivity. To implement this effectively, organisations should regularly assess and create structures that are flexible and adapt to changing needs of all stakeholders and ensure alignment with the FOW trends.

Table 5.3. Organisation Design Inductive Analysis

Sample Quote	Drivers of ineffective and effective HRM practices	Validated Driver
<p><i>P17: "I believe that modern organisations are challenged by departmental silos, which inhibit collaboration across different parts of the organisation."</i></p> <p><i>P36: "The focus on advancement is apparent, but this forward-thinking is often hindered by siloed design and execution. While commendable in concept, implementation appears fragmented due to the need for a more integrated approach to design. Despite mentions of a vertical strategy, operations remain rigidly siloed, posing a notable challenge to integrating new changes effectively."</i></p>	<p>Ineffective:</p> <ul style="list-style-type: none"> ● Conformity in roles and responsibilities. ● Centralised design effectuating collaboration. 	<p>Organisational Design</p>
<p><i>P17: "I need a more flexible organisational design for cross-organisational projects and skill-based learning. Empowering employees to shape their roles can boost job satisfaction and retention, as it allows them to align their jobs with their preferences and strengths."</i></p> <p><i>P15: "I believe a physical office is crucial because it fosters human interactions that are hard to replicate remotely. Face-to-face conversations, spontaneous discussions, and idea-sharing over coffee build strong bonds, trust, and respect among colleagues, essential for effective collaboration and task achievement."</i></p> <p><i>P18: "The team designed YouTube's structure and features around the desired customer experience, ensuring flexibility to accommodate evolving trends. This agility was crucial for maintaining relevance and long-term success."</i></p> <p><i>P18: "I believe there's no escaping the influence of technology. To prepare for the future, I must acknowledge the necessity for human capabilities to intertwine with technology. Rather than a marriage, it's more about a symbiotic relationship where humans and technology complement each other's strengths."</i></p> <p><i>P22: "I've embraced 'organised chaos,' departing from traditional structured efficiency-focused organisations. I prioritize fluidity and flexibility, believing creativity flourishes outside rigid guidelines. My organisation fosters experimentation and learning, operating with a test-and-learn approach to explore solutions and adapt based on outcomes."</i></p> <p><i>P23: "I've avoided layoffs, preferring restructuring when needed. If individuals seek other opportunities, I support their decision to leave. Alternatively, if someone is unhappy but wants to stay, I help find them a role better suited to their skills and aspirations."</i></p> <p><i>P27: "The challenge is designing frameworks that harness employee value sustainably. This means accommodating passionate and purposeful roles, professional roles, and roles with varying levels of autonomy, like gig work. I must strategize how to create and integrate these structures into the organisation as I move forward."</i></p>	<p>Effective:</p> <ul style="list-style-type: none"> ● Changing work design through roles and responsibilities. ● A flexible and flat structure creating efficiencies and innovative decision-making. 	

In addition, this research has also outlined how organisational design impacts the six FOW trends (Table 5.4) pinpointing the challenges that obstruct implementations and providing guidance on effective organisational design to overcome them

Table 5.4. Ineffective and Effective Organisational Design across all trends.

	FOW MEGATRENDS	INEFFECTIVE	EFFECTIVE
i.	4IR	a. Failure to redesign work causing job displacement.	a. Workforce transformation through redesign ensuring human machine interaction
ii.	HYBRID	a. Rigid structure unable to support the flexibility of hybrid workers. b. Disengaged workforce due to ineffective office design for hybrid work.	a. Transition to Flexible structures that ease hybrid adoption. b. Redesign Office
iii.	GIG	a. Rigid structure not accounting for support to gig workers.	a. Transition to Flexible structures that ease hybrid adoption to support gig workers.
iv.	DEIB	a. Lack of Board representation b. Lack of Employee Resource Groups	a. Restructure Roles to meet diverse needs. b. Employee resource groups
v.	WELLBEING	a. Rigid organisational structure disabling support to wellbeing initiatives	a. Organisation restructuring for Cross-functional Collaboration to increase engagement for employee wellbeing.
vi.	ESG	a. Lack of integration into organisational design leading to ineffective commitment to ESG goals.	Organisation restructuring to a. Integrate ESG into Product Design b. Integrate ESG into Revenue Sources

5.1.1.3 Policies and Processes

The analysis of the literature in Chapter Two also identified policies and processes as key trends to navigating the impact of FOW by utilising advanced technologies and optimise resource allocation for effectiveness (Wright & McMahan, 2011; Connelly et al., 2021; Aguinis et al., 2012; Davidescu et al., 2020). Similarly, the table above summarises the interview findings, establishing policies and processes as critical among the trends necessary for the effective deployment of the 4Ps framework.

As per the interview responses, policies and processes involve developing and refining systems and resources to enhance efficiency, compliance, and adaptability, resulting in smoother workflows. Policies serve as guiding principles, outlining rules, regulations, and standards that govern organisational behaviour and decision-making, providing clarity and direction to employees when aligned with strategic objectives. Processes, executed following policy guidelines, facilitate the efficient realisation of organisational goals. Additionally, identifying resources and systems required to enable policies and processes is also key e.g. the adoption of technology as well as ensures regulatory compliance. As such effective policies and processes outline how to improve and achieve the benefits related to the FOW through streamlined operations, the ability to swiftly adapt to market demands and compliance with regulations.

However, the interview responses also found that policies and processes can be ineffective and lead to bottlenecks, compliance issues, and a lack of agility in responding to changing business conditions. This is due to outdated policies and procedures, lack of clarity and failure to incorporate feedback from employees along with inadequate resources and systems. Hence, to implement effective policies and processes, organisations must regularly review and update procedures, encourage continuous improvement through feedback mechanisms and invest and provide sufficient and appropriate resources and systems.

Table 5.5 Policies and Processes Inductive Analysis

Sample Quote	Drivers of ineffective and effective HRM practices	Validated Driver
<p><i>P20: "I simplify my perspective by focusing on disruptions in processes or understanding required by people. This is crucial when introducing change because without a comprehensive understanding, anticipated results may not materialise as intended."</i></p> <p><i>P24: "Despite widespread discussion, wellbeing and sustainability are sometimes seen as buzzwords, especially by those who may not fully grasp their significance, particularly regarding investment. Often, they're viewed as checkboxes for compliance rather than integral to a business model. To truly integrate them into organisational culture, they must be embedded into policies and practices, becoming a way of life rather than mere obligations."</i></p> <p><i>P27: "Transitioning from shareholder profit to stakeholder value signifies a departure from traditional capitalist principles towards inclusivity and faces resistance within profit-driven frameworks. The challenge lies in redefining metrics, regulations, and reporting standards. The outdated focus solely on profit prompts a re-evaluation of success and value measurement."</i></p> <p><i>P33: "The organisation prioritises returns while maintaining a healthy margin and net profit. However, aligning with emerging trends is crucial for enhancing earnings and enabling further investments. Sometimes, investing in new resources and systems must precede desired outcomes, highlighting the importance of strategic investments for future growth."</i></p> <p><i>P40: "Outdated policies can bottleneck organisations, preventing adaptation to current trends. This widens the gap between effective and ineffective organisations, as outdated policies hinder progress and cause employee frustration."</i></p> <p><i>P16: "Employees have access to wellness allowances and annual checkout benefits, but many forget to utilise them until year-end. Similarly, some standard programs provided by the company may not align with employees' needs. It's crucial to understand what employees truly want to ensure that the benefits and programs offered are effective."</i></p>	<p>Ineffective:</p> <ul style="list-style-type: none"> ● Outdated policies and procedures. ● Lack of clarity. ● Failure to incorporate feedback from employees. ● Inadequate investment into resources and systems. 	<p>Policies And Processes</p>
<p><i>P4: "Establishing a solid foundation for change is crucial to providing people with the awareness they need when undertaking new projects. To shift this paradigm, we can start by creating policies that support the desired behaviours, which over time can evolve into a cultural norm within the organisation."</i></p> <p><i>P10: "A clear, measurable ROE goal guides my projects effectively. Intangibles like corporate culture must also be measurable and align with my ROE objectives to ensure all aspects of my business contribute to my overall goals. That's why I use the OCS Organisational Culture Survey."</i></p> <p><i>P13: "Some organisations are highly forward-thinking and innovative, outpacing competitors by a decade. They use cutting-edge technologies and systems, proactively preparing their workforce for the future."</i></p> <p><i>P12: "Individual needs and circumstances vary greatly, requiring flexible solutions in hybrid work setups. For instance, accommodating a pregnant employee with remote work options or providing a supportive office environment for someone going through personal challenges demonstrates the need for personalised approaches rather than one-size-fits-all solutions."</i></p> <p><i>P12: "So, how do I address the issue of women leaving the workforce? Moving forward, it's crucial to offer flexible arrangements to accommodate their needs."</i></p> <p><i>P14: "So, in the end, I need to be able to tweak my system to provide key work and benefits,"</i></p>	<p>Effective:</p> <ul style="list-style-type: none"> ● Include FOW themes throughout recruitment, development, and retention processes to ensure equity, wellness and sustainability. ● Updating gaps in policies and process. ● Provide adequate resources and systems. 	

In addition to identifying ineffective and effective policies and processes, this research also explored the impact of effective and ineffective policies and processes across the six FOW trends, and this is captured in in Table 5.6 below.

Table 5.6 Ineffective and Effective Policies and Processes across all FOW megatrends

	FWO MEGATRENDS	INEFFECTIVE	EFFECTIVE
i.	4IR	<ul style="list-style-type: none"> a. Insufficient investment in technology systems and digital tools a. Unreliable Technologies 	<ul style="list-style-type: none"> a. Investment in technology systems and digital tools a. Supervision and Quality Management Systems
ii.	HYBRID	<ul style="list-style-type: none"> a. Lack of personalisation b. Insufficient investment in technology systems and digital tools c. Lack of evaluation systems 	<ul style="list-style-type: none"> a. Technology used to personalise policies. b. Provide technological systems and resources. c. Inclusive evaluation systems
iii.	GIG	<ul style="list-style-type: none"> a. Lack of clarity of gig work policies b. Lack of quality control policies c. Lack of systems for gig work 	<ul style="list-style-type: none"> a. Clear policies and processes b. Continuous Quality Control Measures c. Systems to enable gig work.
iv.	DEIB	<ul style="list-style-type: none"> a. Lack of Women-centred policies b. Lack of Intergenerational policies c. Lack of evaluation and compensation systems for disability groups 	<ul style="list-style-type: none"> a. Flexible work policies for women b. Differentiated strategies. c. Inclusive evaluation systems
v.	WELLBEING	<ul style="list-style-type: none"> a. Lack of personalisation b. Irrelevant policies c. Lack of professional support d. Lack of mental health resources 	<ul style="list-style-type: none"> a. Personalised policies b. Effective and Relevant policies to address employee needs. c. Professional support and counselling d. Mental health resources: Wellness Platform and Health Risk detection tool
vi.	ESG	<ul style="list-style-type: none"> a. Lack of incentives b. Lack of accountability c. Lack of comprehensive policies leaving out social sustainability d. Lack of systems to measure and track ESG. e. Lack of capital 	<ul style="list-style-type: none"> a. Incentivise ESG adoption by embedding bonus into PM. b. Accountability through surprise supply chain audits and signing Paris agreement. c. Include CSR policies to address social sustainability. d. Technology to measure and track ESG. e. Government subsidies for capital support

5.1.1.4 Leadership and Culture

Table 5.7. Leadership and Culture Inductive Analysis

Sample Quote	Trends of ineffective and effective HRM practices	Validated Driver
<p><i>P11: "Leaders must recognise when their methods become outdated, as current approaches may not be effective in the future. This is essential for fostering adaptability and continued relevance and success in a rapidly evolving world."</i></p> <p><i>P14: "Leaders sometimes empower employees without proper guidance, leading to negative consequences. In the past, leaders gave clear instructions and expected unquestioned compliance. It's essential to balance empowerment with guidance to ensure success."</i></p> <p><i>P27: "In crises, command and control are needed for guidance, but breakthroughs require shared leadership, marking a shift from traditional methods. Traditional education rarely covers this strategy. Leaders must practice 'hands-off, eyes-on,' staying accountable when plans deviate. Training leaders to empower and adopt this is crucial for future success."</i></p> <p><i>P18: "Let's not overlook the fact that ESG incorporates a significant element of worker Welfare, which is often overshadowed. When discussing ESG, the focus tends to be primarily on the environment, with social Welfare being neglected. Therefore, it's crucial to consider what actions I take for the benefit of the community and beyond."</i></p>	<p>Ineffective:</p> <ul style="list-style-type: none"> ● Lack of support and resistance to change. ● Micromanagement and reluctance to empower and trust employees ● Creates a culture that is unsustainable, stagnates growth and creativity, and makes employees feel excluded. 	<p>Leadership & Culture</p>
<p><i>P4: "Culture shapes an organisation, and leaders significantly influence it. Leaders who regularly engage with employees create opportunities for open discussions on business and personal matters. This fosters psychological safety, Encouraging free expression and promoting a positive, inclusive work culture."</i></p> <p><i>P15: "Leadership is less about doing tasks and more about empowering others. As leaders take on critical roles, they must provide support and foster successful behaviours. Effective leadership means leading with heart and aligning individual efforts with the organisation's purpose, essential for building a committed and successful team."</i></p> <p><i>P20: "This leadership style emphasises team togetherness, resilience in the face of change, and adaptability to new circumstances. Cultivating an agile mindset is key for both leaders and team members."</i></p> <p><i>P28: "With evolving demographics and disruptions, it's crucial to view challenges culturally. Culture mediates between people and profit, requiring values to be translated into actions and rituals, not just leadership advocacy."</i></p> <p><i>P16: "Technology should complement the natural behaviours of the human workforce. Additionally, the cultural perspective within the organisation plays a crucial role, particularly regarding industry maturity. A strong organisational culture is pivotal for successful technology adoption; without it, there may be significant challenges."</i></p> <p><i>P9: "I need younger generations to thrive in my company, and I need females to thrive in my company. I need people who come from outside to feel that they can have a voice and an influence, within their first years of employment."</i></p> <p><i>P1: "I organise activities such as the Sandbox and Listen sessions, where employees can provide feedback about the company. Additionally, I conduct Pulse interviews and town hall meetings to engage people. Overall, my aim is to keep employees engaged and involved in the organisation."</i></p>	<p>Effective:</p> <ul style="list-style-type: none"> ● Showing support in adopting trends and modelling the behaviour to empower the workforce. ● Engaging and creating a safe space for communication ● Embedding organisational culture to foster sustainable, innovative, and psychologically safe space. 	

Leadership and culture are amongst one of the six pillars essential for the adept implementation of the 4Ps framework as identified in Chapter Two, steering through challenges and makes strategic decisions, while cultivating a culture of collaboration, innovation, and engagement (Chandrasekaran, 2021; Ren, Tang & Jackson, 2020; Schultz, 2021). This is because leadership and culture are foundational in shaping an organisation's sentiment and efficacy, especially in navigating FOW trends. Strong leadership provides stability, guidance, and reassurance during uncertainty, fostering a resilient culture marked by open communication, trust, and adaptability. Leaders instil purpose and direction by articulating a clear vision, setting goals, and aligning individual efforts with broader organisational objectives. Choosing the right leadership and cultivating a strong organisational culture should be top priorities for organisations seeking to adapt and thrive in the FOW. Effective leadership that is engaging and fosters a safe space for communication through trust can dispel uncertainties and create harmony among teams.

In the context of FOW trends, agility, innovation, and adaptability are key, and a strong culture can drive transformation and growth. As such, leaders play a crucial role in shaping the culture including employee experience and organisational dynamics by embodying the organisation's values and setting the tone for how employees are treated, and decisions are made. By fostering a culture of trust, transparency, and accountability, leaders create an environment where employees feel safe to take risks, challenge the status quo, and innovate. Ineffective leadership can result in disengaged employees, lack of direction, and challenges in achieving strategic objectives.

In addition to Table 5.7 above, the findings have also been tabulated to capture the impact of ineffective and effective leadership and culture across all trends in Table 5.8 below.

Table 5.8. Ineffective and Effective Leadership and Culture across all FOW megatrends

	FOW Megatrends	INEFFECTIVE	EFFECTIVE
i.	4IR	<ul style="list-style-type: none"> a. Lack of support in tech adoption: insufficient delegation, and a failure to provide clear expectations and feedback. b. Lack of Innovative culture 	<ul style="list-style-type: none"> a. Leadership support to create Innovation-focus culture.
ii.	HYBRID	<ul style="list-style-type: none"> a. Lack of support for flexible work: insufficient delegation, and a failure to provide clear expectations and feedback. b. Ineffective people management leading to disengaged workforce. c. Lack of Inclusivity and Psychological safety 	<ul style="list-style-type: none"> a. Leadership support for hybrid work b. Effective people management to create engagement and Inclusive Culture that promotes psychological safety and trust
iii.	GIG	<ul style="list-style-type: none"> a. Lack of support for gig work: insufficient delegation, and a failure to provide clear expectations and feedback. b. Lack of Inclusivity and Psychological safety 	<ul style="list-style-type: none"> a. Leadership support for gig work b. Inclusive Culture that promotes psychological safety and trust
iv.	DEIB	<ul style="list-style-type: none"> a. Lack of support for Diverse groups: insufficient delegation, and a failure to provide clear expectations and feedback. b. Ineffective sustainable workforce management c. Lack of Inclusivity and Psychological safety 	<ul style="list-style-type: none"> a. Leadership support for diverse groups b. Increased engagement for workforce sustainability c. Inclusive Culture that promotes psychological safety and trust
v.	WELLBEING	<ul style="list-style-type: none"> a. Lack of support for mental health issues: insufficient delegation, and a failure to provide clear expectations and feedback. b. Resistance to wellness culture 	<ul style="list-style-type: none"> a. Leadership support for mental health through increased engagement b. Leadership priorities and embedding health and wellness into culture
vi.	ESG	<ul style="list-style-type: none"> a. Lack of support and commitment to ESG adoption: insufficient delegation, and a failure to provide clear expectations and feedback. b. Insufficient guidance leading to unsustainable Culture 	<ul style="list-style-type: none"> a. Top-down commitment for ESG adoption. b. Leadership fostering sustainable culture.

5.1.1.5 Change Management and Innovation Practices

Table 5.9. Change management and innovation practices Inductive Analysis

Sample Quote	Trends of ineffective or effective HRM practices	Validated Driver
<p><i>P16: "Change management is crucial as people are naturally resistant to change. Unfamiliarity with new systems or processes can lead to anxiety, mistakes, and increased workload. This resistance poses talent challenges as employees may struggle to adapt."</i></p> <p><i>P19: "Our vision remains constant throughout the year, but external factors may change unexpectedly, such as the outbreak of war. Adaptability is essential in such situations. It would be unrealistic to think that my vision alone can shield us from all external influences. That's why adaptability must be ingrained in my values."</i></p> <p><i>P8: "A lack of effective change management in people practices is evident, especially in retirement planning. Initially, retirement ages were set based on lower mortality rates. However, with significant advancements in healthcare and lifestyle improvements, life expectancy has increased to around 85 years old. This disparity between initial assumptions and current reality has led to retirement funds consistently being underfunded."</i></p>	<p>Ineffective</p> <ul style="list-style-type: none"> ● Insufficient employee involvement. ● Failure to embrace mistakes and cost of experimentation. 	<p>Change Management and Innovation Practices</p>
<p><i>P13: "It's essential to find a balance between striving for perfection and accepting mistakes, distinguishing between those that are tolerable and those that are not. Every member of the organisation should have a voice, not just supervisors questioning decisions."</i></p> <p><i>P14: "As humans, we possess a natural capacity for adaptation, so I don't see it as resistance to change but rather as needing time to adapt. Therefore, I propose reframing the concept of 'resistance' to 'time needed for adaptation.' It's crucial to allow ample time for individuals to acclimate to change."</i></p>	<p>Effective</p> <ul style="list-style-type: none"> ● Involve employees to cover all perspectives. ● Encourages experimentation and learning from failures. 	

<p>P16: <i>"Embracing failure as part of the learning process is crucial amid future uncertainties. Organisations should cultivate a culture that encourages experimentation and learning from mistakes, allowing employees the freedom to innovate without fear of punishment."</i></p> <p>P20: <i>"In my organisation, purpose leads the way. My change management process flows smoothly from global to regional levels, down to end markets. This clear flow, guided by purpose, mission, and blueprint, is appreciated. Yet, maintaining alignment among team members and fostering a shared purpose is crucial beyond the initial stages of change management."</i></p> <p>P22: <i>"As times change, leaders must inspire teams to adapt and innovate by fostering a culture of open dialogue and experimentation. Employees should feel comfortable taking risks and learning from mistakes, so creating a safe space for these conversations is essential to encourage creativity and agility."</i></p> <p>P26: <i>"I believe fostering curiosity within an organisation is crucial, whether leaders are the change agents it's usually the curious ones who exhibit willingness to take risks because of their inquisitive nature. They continuously experiment, test ideas, and explore new avenues, much like scientists driven by curiosity."</i></p> <p>P34: <i>"I prioritise empathy and polite communication, promptly addressing any mistakes to prevent recurrence. In cases of severe negligence, performance standards are upheld firmly. Timeliness is crucial; I honour my commitments promptly to maintain a strong reputation, especially as I operate across multiple countries."</i></p> <p>P20: <i>"I made the bold decision to openly acknowledge my organisation's shortcomings to all employees. I laid out the situation, explaining why change was necessary and what my objectives were. This campaign has been incredibly engaging, and it's currently being implemented across the entire company."</i></p> <p>P23: <i>"I foster a culture of open idea development, where individuals are encouraged to share their thoughts freely and ideas are explored for their viability. This culture is deeply ingrained, promoting quick wins across departments, which are shared monthly. This collaborative approach not only drives innovation but also leads to cost savings. Furthermore, contributions and great ideas are recognised and rewarded, reinforcing this culture of innovation and collaboration."</i></p>		
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In Chapter Two, literature review also identified change management as one of the six crucial trends for the proficient application of the 4Ps framework, combining change management with innovation to effectively navigate transitions, fostering a creative and experimental culture for competitive advantage (Pinzone et al., 2016; Dabić et al., 2023; The Global Risks Report, 2017). As per the respondent's data, change management and innovation practices also facilitate a smooth transition during periods of organisational change by ensuring the right team is there to minimise resistance to change, create a resilient and adaptive organisation through support for innovation and maximise employee input commitment. In the face of the turbulence of the FOW, it is imperative for organisations to constantly adapt to remain relevant through change management and innovation. Moreover, innovative practices encourage employees to challenge the status quo, explore new ideas, and experiment with novel approaches to problem-solving. With curiosity, collaboration, and risk-taking, organisations can unlock the creative potential of their workforce and uncover innovative solutions to complex challenges. Effective navigation in change management and innovation leads to a resilient and adaptive organisation, successful innovation implementation, and a workforce that drives change. To achieve effective navigation, organisations should involve employees to cover all perspectives and foster an environment that encourages experimentation and learning from failures. Conversely, ineffective change management and innovation on the other hand resulted in resistance to change, failed innovation efforts, and a stagnant organisational culture. This may stem from insufficient employee involvement and a failure to embrace mistakes and the cost of experimentation.

This research has also tabulated change management and innovation's impact on FOW trends as per Table 5.10 below.

Table 5.10. Ineffective and Effective Change management and innovation across all trends

	FOW Megatrends	INEFFECTIVE	EFFECTIVE
i.	4IR	a. Ineffective change management due to resistance	a. Change management that supports innovation
ii.	HYBRID	a. Ineffective hybrid strategy formulation due to resistance	a. Change management that supports hybrid work
iii.	GIG	a. Ineffective change management due to lack of input from gig workers	a. Inclusive change management
iv.	DEIB	a. Resistance towards DEIB and lack of equity in change management	a. Inclusive change management
v.	WELLBEING	a. Resistance toward wellbeing initiatives creates a gap between organisational strategies and workforce needs	a. Change management that supports wellbeing
vi.	ESG	a. Lack of community involvement in strategy formulation leads to missed opportunities and potential reputation damage	a. Community involvement to address social sustainability.

5.1.1.6 Organisational Learning and Growth

Interview findings also confirmed organisational learning and growth as among the six pillars for the effective execution of the 4Ps framework to navigate the FOW as per Chapter Two which focuses on continuous learning and employee development to equip the workforce with essential skills and knowledge for current and future challenges (Rosso, Dekas, & Wrzesniewski, 2010; Claus, 2019; Cannella & Sy, 2019).

This involves fostering a culture of continuous learning, skill development, and personal and professional growth to ensure a capable and adaptable workforce. Rapid technological advancements and evolving socio-economic dynamics also make learning a strategic imperative. Promoting curiosity, exploration, and experimentation empowers employees and keeps organisations updated on emerging trends. Supporting employees in setting and achieving career goals through advancement opportunities and investing in their growth fosters loyalty, high performance, and business sustainability. As such, effective organisational learning and growth yield a skilled and adaptable workforce, ensuring sustainability and a competitive edge. Organisations address this by identifying key capacities for survival, offering flexible skill development opportunities that cater to multi-stakeholder needs, and fostering a culture that values continuous learning and personal growth in both technical and interpersonal realms. However, some organisational learning and growth initiatives can be ineffective, leading to skill gaps, inconsistency, and challenges in talent succession. This may result from a failure to identify succession skills and capabilities, inadequate support for continuous learning across diverse groups, and insufficient consideration of skill development across all areas of the business.

Table 5.11. Organisational learning and growth Inductive Analysis

Sample Quote	Drivers of ineffective and effective HRM practices	Validated Driver
<p><i>P7: "As the wave of change approaches, it's crucial to embrace it and navigate the new landscape. This involves assessing my leadership team's skills and providing training and resources, especially in data management."</i></p> <p><i>P14: "I'm concerned about the diminishing ability to develop leaders who can nurture their team members' skills and talents. Many leaders unaware that they are failing to cultivate future leaders."</i></p> <p><i>P16: "To be completely honest, I believe there's considerable tension among top management in many organisations. These individuals often lack familiarity with concepts such as wellbeing, wellness, and mental health, as they weren't trained on these topics when they entered the workforce."</i></p> <p><i>P28: "I mean, you will lose a lot of value also if you are not supporting gig workers or part timers in your business, because that's how disruptive your model is and if you don't, if you're not integrating their roles into the business model and as part of the team, I think that's where you lose a lot of value also. I mean, how do people integrate a lot of gig workers in IT."</i></p> <p><i>P15: "Enforcing the data-driven mandate without skilled personnel would not be sustainable, I raised my concerns to management. I agreed to pause the project and prioritise reskilling and upskilling my workforce in data literacy through my academy."</i></p> <p><i>P11: "We're developing a Skill Library to move away from rigid roles. Specialised skills will be validated through my academy, and if needed, enhanced. Validated skills will be catalogued. When a new project requiring specific skills emerges, I'll select individuals from my Skill Library to contribute."</i></p>	<p>Ineffective</p> <ul style="list-style-type: none"> ● Failure to identify skills and capacities for the future. ● Lack of support for continuous learning for different groups. ● Lack of consideration of different types of skills. 	<p>Organisational Learning & Growth</p>
<p><i>P2: "To maintain a talent pipeline, schools and universities must cultivate future leaders with relevant skills. My organisation can contribute by engaging in CSR programs and advocating for the development of desired leadership qualities. Collaborating with educational institutions and promoting leadership initiatives will shape a pool of talented individuals ready to lead in the evolving landscape."</i></p> <p><i>P11: "Culture is crucial in our endeavour. we're in the discovery stage. We've launched our Organisational Culture Survey (OCS) to gain insights into current culture and guide our transformation journey."</i></p> <p><i>P14: "I have about 100 senior leaders, and I stress the importance of fostering curiosity among them. Continuous learning is vital for leaders at every level. Personally, I prioritise learning daily, whether through experiences, reading, discussions, or other engagements."</i></p> <p><i>P29: "The organisation has identified key competencies needed for the changing landscape and has begun upskilling employees accordingly. Upskilling initiatives are introduced to all employees, offering ample opportunities for personal and professional development."</i></p> <p><i>P2: "So, understanding the preferences and behaviours of the new generation will remain crucial for HR to align with business expectations and ultimately impact the bottom line and profitability. Therefore, enhancing business acumen skills and improving employee experience will continue to be key trends for business success."</i></p>	<p>Effective:</p> <ul style="list-style-type: none"> ● Identifies skills and capabilities essential for future survivability. ● Flexible and multi-stakeholder learning programs. ● Programs to equip employees with both technological and interpersonal skills. 	

Its impact on the FOW trends is also shown in Table 5.12 while Table 5.13 is a summary of the final drivers to ensuring the successful implementation of Theme 3, that of HR Solutions.

Table 5.12. Ineffective and Effective Organisational learning and growth across all FOW Mega trends

	FOW Megatrends	INEFFECTIVE	EFFECTIVE
i.	4IR	<ul style="list-style-type: none"> a. Lack of digital literacy b. Inadequate training c. Rigid programs 	<ul style="list-style-type: none"> a. Training for data literacy b. Continuous learning programs to support upskilling. c. Personalised learning paths to account for different levels and comfortability with technology
ii.	HYBRID	<ul style="list-style-type: none"> a. Lack of Management Training to handle hybrid workers 	<ul style="list-style-type: none"> a. Management Training to handle hybrid workers
iii.	GIG	<ul style="list-style-type: none"> a. Lack Skill enhancement opportunities for gig workers 	<ul style="list-style-type: none"> a. Skill enhancement training for gig workers' consistent work quality
iv.	DEIB	<ul style="list-style-type: none"> a. Lack of succession planning and development b. Lack of awareness on how to accommodate to diverse groups. 	<ul style="list-style-type: none"> a. Succession Planning b. Cultural Competency Training for employees
v.	WELLBEING	<ul style="list-style-type: none"> a. Lack of wellbeing workshops to understand importance. b. Lack of emotional intelligence training to support workforce. 	<ul style="list-style-type: none"> a. Wellbeing workshops b. Emotional intelligence training
vi.	ESG	<ul style="list-style-type: none"> a. Lack of effective ESG training resulting to gaps in understanding and implementing it 	<ul style="list-style-type: none"> a. ESG training b. Guidance and clarity from SDG

Table 5.13. Summary of the final drivers

	INITIAL DRIVERS DRAWN FROM LITERATURE	ADDITIONAL DRIVERS FROM INTERVIEWS	FINAL DRIVERS
i.	Strategy and foresight	Strategy and foresight <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Proactive planning. ○ Continuous environmental scanning. Ineffective ○ Lack of agile strategies. ○ Lack of sustainable planning. 	Strategy and foresight: <ul style="list-style-type: none"> ● Effective: <ul style="list-style-type: none"> ○ Proactive Planning ○ Continuous Environmental Scanning ● Ineffective: <ul style="list-style-type: none"> ○ Rigid Strategies ○ Short-sighted Planning
ii.	Organisation Design	Organisation Design <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Changing work design through roles and responsibilities. ○ A flexible and flat structure creating efficiencies and innovative decision-making. ● Ineffective <ul style="list-style-type: none"> ○ Conformity in roles and responsibilities. ○ Centralised design effectuating collaboration. 	Organisation Design: <ul style="list-style-type: none"> ● Effective: <ul style="list-style-type: none"> ○ Dynamic Roles and Responsibilities ○ Flexible and Flat Structure ● Ineffective: <ul style="list-style-type: none"> ○ Conformity in Roles ○ Centralised Structures
iii.	Policies And Processes	Policies And Processes <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Inclusive of FOW themes throughout recruitment, development, and retention processes to ensure equity, Wellness and sustainability. ○ Updating any gaps and clarities in policies & process. ○ Provide adequate resources and systems. ● Ineffective <ul style="list-style-type: none"> ○ Outdated policies and procedures. ○ Lack of clarity. ○ Failure to incorporate feedback from employees. ○ Inadequate investment into resources and systems. 	Policies And Processes: <ul style="list-style-type: none"> ● Effective: <ul style="list-style-type: none"> ○ Inclusive policies Clarity and Updates ○ Adequate Resources and System ● Ineffective: <ul style="list-style-type: none"> ○ Outdated Policies ○ Lack of Clarity ○ Ignoring Employee Feedback ○ Inadequate Resources

iv.	Leadership and Culture	Leadership and Culture <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Showing support in adopting trends and modelling the behaviour to empower the workforce. ○ Engaging and creating a safe space for communication ○ Embedding organisational culture to foster sustainable, innovative, and psychologically safe space. ● Ineffective <ul style="list-style-type: none"> ○ Lack of support and resistance to change. ○ Micromanagement and reluctance to empower and trust employees ○ Creates a culture that is unsustainable, stagnates growth and creativity, and makes employees feel excluded. 	Leadership and Culture: <ul style="list-style-type: none"> ● Effective: <ul style="list-style-type: none"> ○ Supportive of inclusivity and wellbeing ○ Safe Communication Space ○ Sustainable and Innovative Culture ● Ineffective: <ul style="list-style-type: none"> ○ Resistance to Change ○ Lack of Empowerment ○ Culture of Exclusion
v.	Change management and innovative practices	Change management and innovative practices <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Involve employees to cover all perspectives. ○ Encourages experimentation and learning from failures. ● Ineffective <ul style="list-style-type: none"> ○ Insufficient employee involvement. ○ Failure to embrace mistakes and cost of experimentation. 	Change management and innovative practices: <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Inclusive Employee Participation ○ Embracing Experimentation ● Ineffective <ul style="list-style-type: none"> ○ Limited Employee Involvement ○ Risk Aversion
vi.	Organisational learning and growth	Organisational learning and growth <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Identifies skills and capabilities essential for future survivability. ○ Flexible and multi-stakeholder learning programs. ○ Programs to equip employees with both technological and interpersonal skills. ● Ineffective <ul style="list-style-type: none"> ○ Failure to identify skills and capacities for the future. ○ Lack of support for continuous learning for different groups. ○ Lack of consideration of different types of skills. 	Organisational learning and growth: <ul style="list-style-type: none"> ● Effective <ul style="list-style-type: none"> ○ Future Skills Identification ○ Adaptable Learning Approaches ○ Comprehensive Skill Development ● Ineffective <ul style="list-style-type: none"> ○ Future Skills Oversight ○ Lack of inclusive learning ○ Partial skill development

By comparing the literature findings in Chapter Two with the interview insights, this research has observed that the understanding of HR practices has evolved, where effective strategies have become more dynamic and adaptable. In alignment with Chapter Two, this research found that the shift from traditional workforce planning and talent acquisition towards proactive planning and environmental scanning reflects a broader recognition of agility in managing the workforce. Rigid strategies and short-term planning, often critiqued in the literature, are confirmed to be ineffective by my findings. Similarly, the transition in organisational design from static employee relations to advocating for flexible, flat structures is supported by research that emphasises the importance of agility and decentralisation. The ineffectiveness of conformity and centralised structures corroborates critiques from scholars who argue that such models stifle innovation and adaptability. In policies and processes, the literature's focus on diversity and performance management is expanded by my results to emphasise the value of inclusivity, clarity, and employee feedback, further validating recent studies on inclusive leadership. The ineffectiveness of outdated policies and ignoring feedback highlights a gap that existing literature points to but doesn't always address comprehensively. Regarding leadership and culture, the shift from general sustainability to inclusivity, wellbeing, and open communication aligns with transformational leadership models, reinforcing the idea that effective leadership today is grounded in emotional intelligence and adaptability. The interview findings critically extend this by identifying the negative impact of resistance to change and exclusionary cultures, areas less explored in early HRM literature. Finally, in change management and innovative practices, the focus has shifted from CSR and green initiatives to employee participation and experimentation, reflecting the growing importance of organisational innovation. Current interview data emphasised that risk aversion and limited involvement are ineffective, which aligns with the literature advocating for risk-taking and collaborative innovation. In organisational learning, comprehensive skill development is shown to be crucial, confirming theories of lifelong learning and adaptability.

5.1.2 Refinement of HRM solutions

NVivo was also used to analyse any patterns and validate the findings on the navigation themes discussed above. Insights from NVivo revealed that although a linear relationship was initially suggested by the literature reviews, further examination uncovered key overlaps, as shown in Figure 5.1.

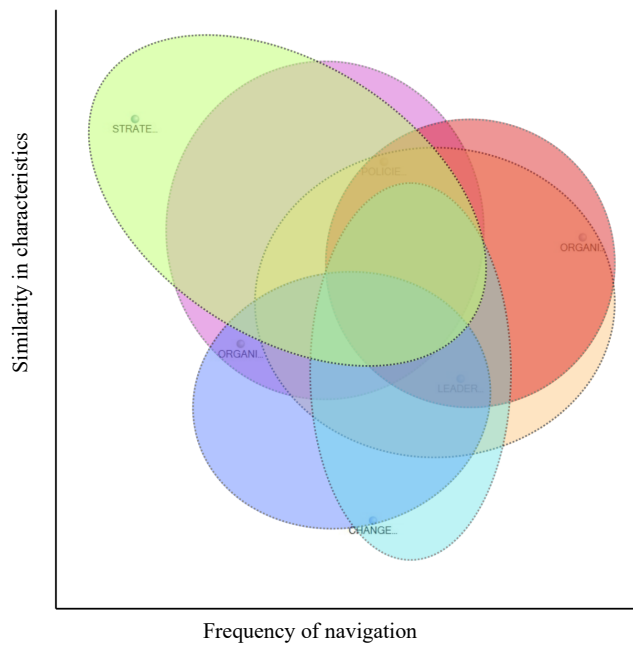


Figure 5.1. Navigation heat map

Figure 5.1 illustrates a heat map generated from cluster analysis, which emphasises the overlaps between clusters. Cluster (1) is represented in the purple area, while cluster (2) is represented in blue, cluster (3) is shown in red, cluster (4) is represented in the pink area, cluster (5) is represented in the orange area and cluster (6) is represented in the green area. The clusters in the heat map show an overlap of the 4Ps.



Figure 5.2. Navigation cluster analysis diagram

These overlaps demonstrate the interconnection and overlap between navigational themes, indicating that each theme depends on the other and thus requires robust application. This analysis also shows that these navigational themes are complementary, each enhancing the other's objectives as outlined in the Table 14 below.

As such, the pillars identified for both StHRM and SuHRM are interconnected, influencing each other. Strategy and Foresight is key to setting goals and anticipating future needs, guiding Organisational Design to structure the organisation accordingly. Processes and Policies provide operational frameworks supporting these structures, aligning daily operations with strategic goals. Leadership and Culture enforce and shape these policies, creating a dynamic feedback loop that enhances adaptability and alignment with strategic intentions and organisational structures. Additionally, Change Management and Organisational Learning and Growth play crucial roles in maintaining resilience and fostering continuous improvement within this interconnected system. Change Management facilitates necessary adjustments in strategy, design, policies, and culture in response to internal and external shifts. Meanwhile, Organisational Learning and Growth prioritise continuous feedback and learning, informing future strategies and enabling adaptation to evolving landscapes. Together, these themes highlight a comprehensive approach to managing the future of work, emphasising agility and sustainability as central tenets of organisational development and success. As in Chapter Two, this overlap not only illustrates the interconnectedness of these themes but also underscores the complexity and dynamic nature of effectively navigating the future of work within organisations emphasising the necessity of integrating these approaches.

Table 5.14. Summary of the driver overlaps

	Strategy and Foresight	Organisational Design	Processes and Policies	Leadership and Culture	Change Management	Organisational Learning and Growth
Strategy and Foresight	Core to anticipating future trends and setting organisational goals.	Aligns organisational structure with strategic vision.	Drives the creation of policies to support strategic objectives.	Shapes a culture that is proactive about the future.	Integral in preparing and adapting to strategic shifts.	Fuels continuous improvement and adaptation.
Organisational Design	Supports strategic goals with effective structures.	Tailors structures to enhance functionality and efficiency.	Structures influence the formulation of policies.	Design influences organisational culture and leadership practices.	Critical for facilitating changes in structure.	Enables learning through structural adaptation.
Processes and Policies	Policies reflect strategic priorities.	Policies help shape and define organisational structures.	Establishes routines and guidelines for operations.	Policies reinforce the cultural and leadership directives.	Manages transitions and policy adjustments during change.	Policies support learning and development.
Leadership and Culture	Leaders set the tone for strategic foresight.	Leadership decisions influence design effectiveness.	Leadership enforces policies.	Cultivates a culture that embodies values and practices.	Leaders play a key role in managing change.	Culture of learning is led by leadership.
Change Management	Strategy must adapt to manage change.	Design must be flexible to change.	Policies may need revision to align with new realities.	Culture must support and adapt to change.	Directly manages the implementation of change.	Learning from change informs future practices.
Organisational Learning and Growth	Learning from the past to improve future strategies.	Learning influences design modifications.	Continuous policy improvement through feedback.	Learning enhances cultural and leadership capacities.	Change is a learning opportunity.	Focuses on developing capabilities and knowledge.

5.2 A PRIORI THEME 5: LEADERSHIP

Theme 4 on Leadership evolved in response to RQ4: What role does leadership play in supporting HRM initiatives in the organisation? It focuses on leadership's role in enabling the various organisational approaches and HRM solutions to navigate the impact of FOW trends. The sub-themes here include leadership impact and leadership traits.

5.2.1 Leadership Impact

In Chapter Two, generative leadership is proposed as an enabler and interviews were conducted to identify how leadership supports the FOW and the sustainable HRM practices being selected. Such leadership focuses on future-proofing and transforming the workplace by creating future leaders and equipping the workforce with capabilities to navigate the challenges of the evolving business landscape, fostering organisation innovation, resilience, agility, and sustainability. Based on the interviews, this research addressed leadership impact in regard to purpose and values, strategy and foresight, organisational learning and growth, policies and processes, leadership culture, organisation design and change management and innovation practices.

5.2.1.1 Purpose and values

The idea of leadership's importance is also rooted in the philosophy, emphasising the creation of leadership purpose, meaningful values, and CSR and advocacy.

(a) Purpose

Respondents expressed that a leader with a clear sense of purpose might face a dilemma when inclusivity challenges that purpose. They highlighted the importance of aligning leadership vision with organisational values, emphasising that true purpose-driven leadership should adapt to foster inclusivity as a strength rather than a barrier.

P19: "A leader's vision without its underlying purpose cannot be strong. Therefore, an organisation's purpose should be the foundation of its strategy, including its approach to profitability, guiding all decisions and plans."

i. Balancing leadership dynamics

According to the data collected from the respondents, leadership recognises the need for a balanced leadership style, emphasising both assertiveness, pushing own purpose and agenda, and inclusivity, incorporating stakeholders. While this approach may be ideal, there may be potential challenges in its implementation. First, the notion of being open to input while also making decisive choices can create tension. Leaders may struggle to gauge when to prioritise collective input and when to act unilaterally. In environments requiring swift action, overemphasising inclusivity might slow progress or result in decisions that lack the focus needed for effective outcomes. Thus, while the call for balanced leadership is valid, its success depends on the leader's capacity to navigate these complexities and the specific organisational dynamics at play:

P18: "They should be able to set goals and remove any obstacles that may prevent their team from achieving them. To achieve this, leaders need to be democratic in their approach. They should listen to their team and encourage them to provide feedback."

b) Role-modelling organisational values

The data collected from the respondents highlights a focus on creating values, such as integrity and empathy, and fostering growth, aligned with a leadership approach centred on long-term development. However, this focus on long-term goals may overlook immediate needs, leading to short-term inefficiencies. Additionally, balancing individual growth with organisational success could create conflicting priorities, making it hard to satisfy both. While growth is often seen as positive, it may drive unsustainable practices or employee burnout, revealing potential trade-offs in this approach.

P16: "Leadership is a concept that focuses on creating value by developing high-potential leaders who can help the business grow."

c) CSR and advocacy

According to the respondents, leaders recognise their responsibility to contribute to the development of future leaders not just within the organisation but also in the broader community. This includes fostering values and skills that are aligned with the organisation's ethos. Data

collected from the respondents mentions engaging in CSR programs and advocating for the desired type of leaders which reflects a leadership approach at the organisational and societal levels:

P22: "But, as an organisation, I must engage in CSR programs and advocate for the type of leaders I want to see in the future."

5.2.1.2 Strategy and Foresight

In leadership, strategy and foresight are intertwined in the sense that effective strategic planning requires a keen understanding of future trends and possibilities, while foresight is meaningless without a clear strategic direction to guide actions and decisions. Leaders who embody leadership actively integrate strategic thinking with foresight capabilities, recognising that successful navigation of complex, uncertain environments requires both proactive planning and adaptability to emerging dynamics. While respondents suggested that leaders stay informed about the competitive landscape and industry best practices, merely acknowledging trends and leading practices may not be enough. Awareness does not necessarily translate into effective action, and simply recognising trends without a clear strategy to adapt or innovate could leave the organisation lagging behind more proactive competitors. Additionally, an overemphasis on following industry norms may stifle creativity and limit opportunities for differentiation, resulting in a reactive rather than forward-thinking approach.

P14: "I know not many organisations are future proofing. Everybody's going to catch up. Everybody knows Shell does it. Give it three years. Everybody will do it, but I must always be one step ahead."

a) Balancing past, present and future

According to the respondents, effective leadership entails more than just preparing for the future; it involves leveraging current strengths, reflecting on past experiences, and staying attuned to industry trends. This dynamic interplay between foresight, adaptation, and self-awareness characterises leadership, emphasising strategic agility and the synthesis of past learning, present potential, and future anticipation.

P22: "So, it's not just focusing on the future, and not just trying to deal with all the possible scenarios that lay out in front, but also acting upon what you are the best at, at this moment and reflecting on your past performance or your past records. But at the same time, staying sensitive to whatever trends that goes on in your field and industry."

b) Future-proofing practices

Respondents suggested that future-proofing practices align with leadership's focus on anticipating challenges, but this approach may have limitations. While adapting HR policies and financial strategies is important, simply preparing for potential challenges may lead to rigid planning that fails to account for unexpected shifts. Overemphasising future-proofing can also result in excessive focus on hypothetical scenarios, potentially diverting attention and resources from addressing pressing, present-day issues. A balance between preparation and flexibility is important to avoid becoming too constrained by pre-set strategies that may no longer be relevant as circumstances evolve:

P16: "I discussed creating successors, which is important, but I also believe you should go beyond that and proactively stay two steps ahead of your competition. Whether it's in the realm of HR policies, finance, or other practices, the focus should be on future-proofing your organisation."

c) Synthesising ideas

One of your most important roles as a leader is to synthesise ideas and guide the combining of ideas to produce something that is of even greater value. This means to constantly reach out to other people for their ideas and to observe people in a variety of situations to capture ideas (Coughlin, 2020). This is supported by the quote below:

P16: "I think there's another one that is very, very important. It's called synthesis. Synthesising all the disparate noises, data, distractions, and then making sense of your synthesis and then trying to make decisions out of it."

5.2.1.3 Organisational learning and growth

Leadership learning and development focus on fostering organisational resilience and building key capabilities. This involves a strategic emphasis on upskilling and reskilling initiatives, ensuring leaders are equipped with the evolving skills and knowledge needed in a dynamic environment.

a) Workforce resilience

According to data collected from the respondents, if leaders are not proactive in preparing for the future, the workforce may not be adequately equipped for the changing demands. This may result in employee turnover and difficulties in attracting talent. In a rapidly changing business landscape, skilled individuals are likely to be drawn to organisations that demonstrate commitment to future-proofing and are resilient.

P23: "If you are not prepared for this future-oriented reality, you then won't prepare your workforce and won't prepare your organisation. The way you work now, people might leave and when they leave, you must replace them. So, this is a cost, and time is a cost too. Also, your ability to attract talent is also in jeopardy. So back to the people, let's say physical assets, machinery and all that. Again, if you don't replace or you don't future proof your machinery, your competitors will."

i. Upskilling and Reskilling

Data from respondents highlighted a widespread lack of leadership knowledge in light of the evolving landscape. There's a sense of urgency to acquire new skills swiftly, indicating the recognition of their importance. The implication is a need for a concentrated effort to enhance understanding and expertise in this area swiftly, as it's deemed critical for navigating future challenges.

P19: "And in fact, anywhere else where I've worked as well, with a few exceptions, the level of knowledge around being a generative leader is pretty slim and so, I need to advance that very quickly because that's the world they're going to live in."

b) Building leadership capabilities

According to the respondents, there is a need to understand how leadership operates in an evolving space and the importance of equipping leadership teams with the necessary skills. The emphasis from data collected was on identifying current skill gaps and providing the essential training to navigate the challenges presented by the evolving landscape.

P15: "That wave is coming. I should better adopt it and learn to understand how I manage in that space and, therefore, what's required of my leadership team. What skills do they not have today that I need to give them and a lot of that is around data."

According to the respondents, while leaders engaging in their teams' learning and development can improve relationships, this approach may not always be effective. Direct involvement could risk micromanagement, limiting employees' autonomy and stifling creativity. Additionally, while fostering open communication and trust is a positive goal, achieving it requires more than involvement in development—it demands consistent, genuine engagement. Without a clear distinction between support and control, leaders may inadvertently create dependency, hindering the growth of independent and empowered teams. Additionally, according to the respondents, there is a desire to strengthen the relationship between leaders and teams, fostering a culture of open communication and trust.

P28: "It's ingrained in my culture. My next focus is ensuring all my HODs can facilitate training themselves, not just delegate. This fosters better communication and trust, making them more engaged with their teams. Instead of merely giving warnings for mistakes, they'll coach and facilitate. Once they've completed their coaching hours, I've seen improved competence. Once achieved, I'll remove it from their KPIs next year."

i. Cultivation of future leaders

Leadership principles that extend beyond immediate recruitment needs and involve a proactive approach to talent development were highlighted in the data collected from the respondents. There is a need for a continuous talent pipeline, emphasising the role of educational institutions in cultivating future leaders.

P19: "An organisation needs critical thinkers and creative and innovative people to achieve success. However, finding talented individuals with the same values and culture as the organisation is crucial. To ensure a continuous talent pipeline, schools and universities must also cultivate future leaders who possess these skills."

Respondents also highlighted a deliberate and strategic approach to talent management, focusing on middle managers as key influencers in shaping the future culture of the organisation. The emphasis on leadership and conditioning aligns with the goal of preparing leaders who can effectively guide the organisation through future changes.

P22: "I focused on middle managers as they bridge the gap between top leadership and front-line employees. Their beliefs and practices shape the future culture of the organisation. Without their buy-in, progress stalls. It's crucial for future-proofing organisations to empower middle managers as they are pivotal in setting the tone for organisational culture."

ii. Learning organisation

Data from respondents indicates that leaders prioritise diversity across their teams, bringing together individuals from various backgrounds and areas of expertise. This collaborative approach fosters not only financial strength and resilience but also a culture of continuous learning across the organisation. By embracing diverse perspectives, the organisation adapts swiftly to change, leveraging collective knowledge to drive innovation and long-term success for all.

P16: "Ryan implemented policies to avoid big, cost-intensive projects, and the organisation is now reaping the benefits of these decisions. He did not do it alone but surrounded himself with diverse thinkers and functions. As a result, we are now

a financially strong and resilient organisation, and due to our size, we are also highly agile.”

5.2.1.4 Organisation Design

Organisation design refers to ensuring that the design of the organisation's structure, systems, and processes is directly supportive of its strategic objectives and desired outcomes. This alignment ensures that every aspect of the organisation is geared towards advancing its mission and vision. Organisations should design structures and processes that prioritise flexibility, collaboration, and adaptability. By fostering a more dynamic and interconnected organisational environment, organisations can better respond to challenges, capitalise on opportunities, and drive sustainable growth and success. This is supported by the data collected from the respondents:

P22: "I need more flexible organisational designs that encourage collaboration across departments. The current departmental structure often hampers collaboration. Flexibility in design, promoting cross-organisational projects and skill-based roles, could be highly effective."

a) Alignment with organisational goals

According to the respondents, leadership ensures that all aspects of the organisation are aligned with its overarching goals and objectives. There is an emphasis to ensure that all elements match what the organisation is striving to achieve in both the short-term and long-term. This highlights the importance of alignment for driving success.

P14: "Align policies, work designs, and job roles with organisational goals for short-term and long-term rewards. Ensure that expectations match strategic objectives, rather than simply asking for more without clarity on the organisation's direction."

5.2.1.5 Policies and Processes

Leadership, focused on future-proofing practices and talent management, implements policies and processes to ensure organisational resilience and sustainable growth. The strategic hiring approach involves identifying individuals with not only current skills but also the potential

for future leadership roles, aligning with the organisation's long-term vision. The cultivation of future leaders is fostered through mentorship programs, leadership training, and opportunities for skill development, ensuring a pipeline of capable individuals to steer the organisation forward. Additionally, a commitment to employee wellbeing is embedded in policies, recognising that a healthy and engaged workforce is essential for innovation and adaptability.

P4: "Establishing a solid foundation for change is crucial to providing people with the awareness they need when undertaking new projects. To shift this paradigm, we can start by creating policies that support the desired behaviours, which over time can evolve into a cultural norm within the organisation."

5.2.1.6 Change Management and Innovation Practices

Leadership views change management and innovation practices as the systematic approach to planning, implementing, and sustaining organisational change initiatives. It involves guiding individuals, teams, and the organisation through transitions effectively, minimising resistance, and maximising adoption and commitment to the desired changes.

a) Embracing change

According to the respondents, leaders recognise the inevitability of change and actively seek to understand and navigate it. The reference to "all these changes that are coming up" suggests an awareness of external forces impacting the organisation. Leaders do not turn away from change but rather embrace it as an opportunity for growth and innovation.

P16: "I think for us, especially when there's all these changes that are coming up, I also look at all the change models. Do you know the change model in terms of where you are? Which area do I really need to upscale? My people are my change agents."

While respondents emphasised the importance of addressing concerns, providing support, and communicating benefits in change management, this approach may oversimplify the complexities of organisational change. Focusing on mitigating resistance assumes that all opposition can be resolved through communication and training, which overlooks deeper cultural

or systemic issues that may fuel resistance. Additionally, providing support and training doesn't guarantee successful adoption, as employees may still struggle with the emotional and practical challenges of change. Effective change management requires more than addressing surface-level concerns; it demands a deeper understanding of the underlying factors driving resistance.

P22: "Sometimes I change management because people are not used to change. This is because when you're doing a task and you're not well-versed with the new system, you worry because if something goes wrong, it's going to be hell for you. You must do it all over again."

5.2.1.7 Leadership and Culture

Leadership is characterised by a commitment to building a positive organisational culture and adept stakeholder management. With a focus on transitioning to Leadership, the approach involves fostering a culture that accommodates a multigenerational workforce. This transition includes empowering employees through autonomy and motivation, recognising the diverse needs of ambitious, non-ambitious, and underperforming individuals. Collaboration is emphasised, reflecting a leadership style that values inclusivity and actively engages employees at all levels, aligning with the principles of leadership that seeks to encourage creativity, innovation, and a sense of shared purpose within the organisation.

a) Building culture

According to data collected from the respondents, there is a significant impact of cultural nuances on organisational dynamics. Building a positive organisational culture requires an understanding of and responsiveness to the unique cultural aspects of the environment, acknowledging that cultural challenges are pervasive and necessitate a nuanced and adaptable approach.

P14: "The challenge here is deeply intertwined with culture. Whether it's seen as a barrier or a roadblock, navigating cultural differences is a common challenge. Having worked in both German and English organisations, I've experienced firsthand how cultural nuances

can significantly impact operations. Adaptability to the prevailing culture is key to success in any organisational context."

While respondents suggested that leadership understands cultural change is a gradual process, recognising this alone may not be sufficient. Acknowledging that culture change takes time can sometimes serve as an excuse for slow progress or passive efforts. Without clear milestones or active strategies, the process risks stalling, leaving the organisation in a prolonged state of transition. Moreover, focusing too much on the long-term can overlook immediate actions that could yield tangible improvements, creating a gap between intent and actual progress in building a strong organisational culture.

P18: "Building strong culture demands a sustained effort. It entails ensuring that my practices consistently reflect my values, fostering a culture that transcends individual leadership. True leadership lies in establishing enduring practices that persist long after a leader's tenure."

b) Multigenerational workforce

Data collected from the respondents underscores an awareness of the diverse generational composition in the workforce. This recognition reflects an understanding that leadership approaches need to accommodate the varied expectations and preferences of different age groups. The acknowledgment of generational diversity implies an understanding of the unique characteristics, motivations, and communication styles associated with different generations, necessitating adaptive leadership strategies.

P22: "Different generations seeking chemistry in their work dynamics."

i. Transition to Leadership

According to data collected from the respondents, there is a need for a leadership approach that goes beyond hierarchical control and embraces more dynamic and adaptive strategies. The reference to working with the new generation suggests a recognition that the expectations and work preferences of employees have evolved.

P23: "Traditional leadership, characterised by a command-and-control approach, is considered outdated by some. In the modern, fluid business environment, there is a need for discretion and flexibility, especially when working with the new generation."

c) Employee autonomy and empowerment

According to the data collected from the respondents, leadership often involves empowering employees to make choices and contribute based on their individual interests and skills. This approach aligns with the idea that employees are more likely to be engaged and motivated when they have a say in the projects they work on. The mention of asking for volunteers rather than assigning tasks from the data collected, illustrates a commitment to employee autonomy.

P18: "When I have a new proposal about beauty products, I will ask if anyone is interested in working on the project. This way, they can volunteer based on their interests."

While respondents emphasised that empowerment requires leaders to invest in developing their team members, this approach has its challenges. Simply providing mentorship and resources doesn't guarantee that team members will feel empowered or take initiative. Leaders may invest time and effort without seeing the desired growth if the environment doesn't also encourage autonomy and risk-taking. Additionally, an overemphasis on leader-driven development might unintentionally create dependency, where employees rely too much on guidance rather than developing their own problem-solving skills. True empowerment requires a balance between support and independence.

P23: "As a leader, it's my responsibility to help others improve and grow. However, it takes a lot of time, effort, and risk to do so. I must be willing to put in the work to develop my team members and give them opportunities to succeed, even if it means taking a risk on them."

- i. Employee motivation
- a. Ambitious, non-ambitious and under-performers

The categorisation of employees into non-ambitious, ambitious, and under-performers, according to data collected from the respondents, suggests a strategic approach to managing a diverse workforce:

P28: "There are three employee categories: non-ambitious, ambitious, and underperformers. Non-ambitious employees prefer to grow at their own pace. Ambitious ones manage tasks and KPIs efficiently. Underperformers may hinder team productivity and require performance improvement or dismissal."

This categorisation allows for tailored leadership strategies based on individual goals and performance levels. Categorising employees aligns with leadership's adaptive nature, recognising that one-size-fits-all approaches may not be effective. Tailoring management strategies based on individual characteristics and aspirations fosters a more inclusive leadership style.

d) Collaboration

Data collected from the respondents emphasises the collaborative and transformative aspects of leadership. The mention of "moulding people together" suggests a leader's role in shaping a cohesive and unified team. The focus on fostering mutual alignment underscores the importance of shared goals and values, contributing to a sense of collective purpose.

P15: "Leadership involves moulding people together, fostering mutual alignment and creating win-win situations. Understanding where individuals are coming from and aligning goals is key in achieving this harmony."

The concept of creating win-win situations reflects a commitment to ensuring that the outcomes benefit both individuals and the organisation, reinforcing the idea that success is not a zero-sum game. Understanding individuals and aligning goals highlights the empathetic and strategic dimensions of leadership, recognising the significance of personal motivations and ensuring they align with broader organisational objectives.

e) Wellbeing

Based on data collected from the respondents, there is an emphasis on the importance of understanding everyone's perspective and mental wellbeing. This signals a people-centric approach, acknowledging the uniqueness of each team member and recognising the impact of their mental wellbeing on their performance. Adopting an individual-centric approach aligns with leadership principles, which emphasise understanding and responding to the diverse needs and perspectives of team members.

P18: "To effectively manage people, it's essential to empathise with each individual's perspective and mental wellbeing, addressing their personal and work-related challenges. This approach ensures a supportive environment conducive to growth and development for all employees, including top performers and those prone to stress."

f) Talent management

i. Policies

a. Strategic hiring approach

Data collected from the respondents showed that leadership not only involves identifying individuals with the required skills but also ensuring a cultural fit within the organisations. This approach aligns with the idea that effective leaders actively shape and preserve organisational culture.

P25: "At ConocoPhillips, I am selective in my hiring process and have successfully attracted the right pool of people who fit my ethos."

5.2.2 Refinement of Leadership impact

NVivo was utilised to validate the themes of the impact of leadership as discussed above. This was done through cluster analysis as shown in Figure 5.3. This was also presented in the form of a heat map as shown in Figure 5.4. An overlap of the leadership impact was observed through the cluster analysis showing that there is an interlinked influence of this impact.

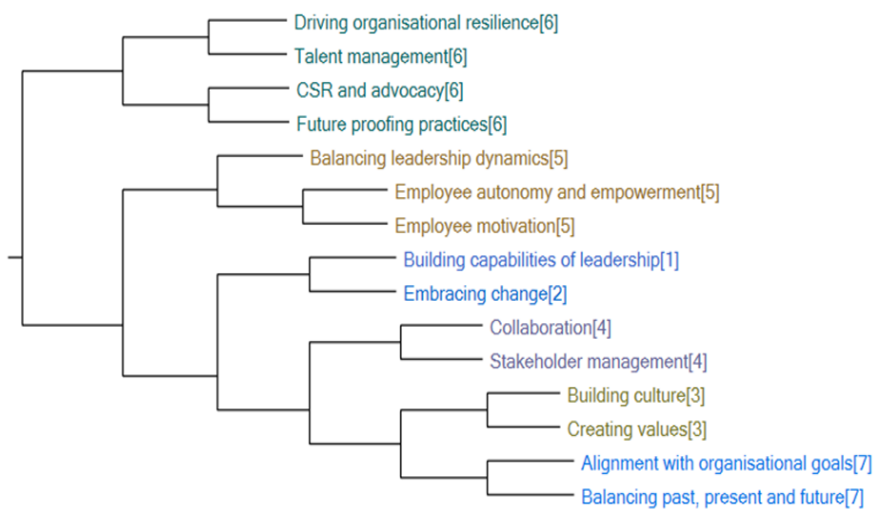


Figure 5.3. Cluster analysis of leadership impact

**Cluster 1 represents Learning and development, cluster 2 represents Change management and Innovation practices, cluster 3 represents Purpose and values, cluster 4 represents Strategy and Foresight, cluster 5 represents Leadership and Culture, cluster 6 represents Policies and processes and cluster 7 represents Organisation Design.*

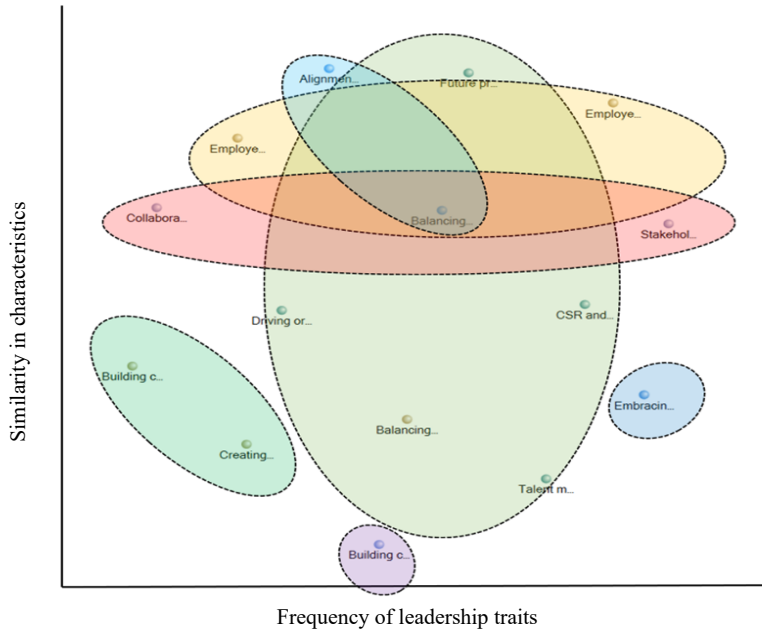


Figure 5.4. Heatmap of leadership impact cluster

**Cluster 1 is represented in purple, cluster 2 is represented in dark blue, cluster 3 is represented in dark green, cluster 4 is represented in red, cluster 5 is represented in yellow, cluster 6 is represented in light green and cluster 7 is represented in light blue.*

The overlaps among leadership impacts revealed a complex interplay of factors crucial for driving organisational resilience and effectiveness. Effective leadership plays a pivotal role in talent management, ensuring that employee autonomy and empowerment are balanced with organisational goals, which in turn fosters motivation and capability building. Furthermore, leaders who advocate for CSR and future-proofing practices contribute to a culture of collaboration and stakeholder engagement, aligning values with organisational objectives. This dynamic balancing act between past, present, and future practices highlights the necessity for leaders to embrace change and cultivate an adaptive culture that not only responds to current challenges but also anticipates future demands. Ultimately, these overlaps underscore the integral role of leadership in shaping a resilient organisation that thrives on collaboration and innovation while remaining aligned with its core values and mission.

5.2.3 Leadership traits

According to the respondents, organisation leaders need to possess key traits to allow them to effectively navigate the challenges of SuHRM. These traits have been described in Table 5.15. Data collected from the respondents highlights that leaders must have the capacity to prepare their teams for when they are faced with something unexpected. This reinforces the idea that leadership aims to equip individuals with the skills, mindset, and resilience needed to effectively handle unforeseen challenges.

Table 5.15. Leadership traits

Trait	Illustrative quote	Description
Authentic	<i>P22: "The leaders must stop being bureaucratic and instead, show authenticity."</i>	The proposed alternative is authentic leadership, where leaders are genuine, transparent, and true to themselves, showing sincerity, openness, and a personal connection with others (Begly, 2004).
Emotional maturity	<i>P19: "Emotional maturity is essential. It means understanding others, even if they excel in certain areas, connecting with people, and being open to feedback without defensiveness."</i>	Emotional maturity involves self-awareness and accountability, transcending mere identification of emotions to include thoughtful response rather than reaction (Blum, 2019).
Critical thinking	<i>P16: "An organisation needs critical thinkers and creative and innovative people to achieve success."</i>	Critical thinking is reasonable reflective thinking focused on deciding what to believe or do (Ennis, 1993). Critical thinking is often associated with leadership, which involves thoughtful and discerning decision-making.
Adaptive	<i>P22: "The essence of togetherness within a team is captured in this leadership style—how I navigate challenges collectively, demonstrating resilience when faced with change, both incoming and outgoing, and adapting to new circumstances."</i>	Adaptive leaders mobilise knowledge swiftly, respond to contextual needs, and empower colleagues to act, facilitating quick responses to changing opportunities and demands. This adaptability enhances organisational efficiency, especially in meeting evolving learning needs (Dunn, 2020).
Openness	<i>P17: "The other key is handling complexity, which involves innovation and dealing with ambiguity. This skill combines openness and cognitive ability, as some colleagues can manage certain tasks while others cannot."</i>	Openness tends to refer to the flow of communications in all directions within the organisation, here especially the feelings, ideas and needs of employees (Subramanian, 2017).
Discipline	<i>P1: "Discipline is essential to every organisation, but it can be challenging to achieve since the world is dynamic. Stability in an organisation is a result of discipline over time. Discipline accounts for 90% of the success of most organisations."</i>	The claim that discipline accounts for 90% of organisational success highlights its important role. Leaders prioritise disciplined practices as the foundation for organisational effectiveness.
Growth mindset	<i>P12: "From experience, I believe cognitive ability is crucial, but even more so is openness, a growth mindset, or what I call growth agility - being receptive to new ideas. Intelligence matters, but if you're closed-minded and unwilling to consider alternative perspectives, it negates everything."</i>	A growth mindset entails the belief that talents, abilities, and intelligence can be developed. Studies suggest that individuals with a growth mindset are better equipped to tackle challenges, utilise feedback effectively, employ optimal problem-solving strategies, offer developmental feedback, and persistently pursue goals (Gottfredson, 2021).
Purpose-driven	<i>P14: "He is an authentic purpose-driven leader who leads from the front as a servant leader. But being a purpose-driven leader is not just about talking; it must show in the way they work with their team."</i>	Purpose-driven leadership transcends mere profit goals, focusing on a meaningful organizational purpose. Leaders who embody this inspire and unite their teams toward a common vision, fostering a sense of direction and motivation that extends beyond monetary rewards.
Resilience	<i>P16: "Some traits of a generative leader would be resilience, agility, and being open to suggestions. Yeah, that's how I see."</i>	Resilience is key for generative leaders, reflecting their capacity to rebound from setbacks, navigate change, and overcome challenges. In dynamic business environments, resilience helps leaders stay focused on long-term objectives amid short-term hurdles, inspiring confidence and perseverance among their teams.
Receptive	<i>P2: "My senior management is very receptive to feedback." P5: "Some traits of a generative leader would be resilience, agility, and being open to suggestions. Yeah, that's how I see."</i>	An openness to suggestions is a hallmark of leaders who value diverse perspectives and recognise the collective intelligence within their teams. This trait implies a willingness to listen, learn, and incorporate insights from various Sources.
Curiosity	<i>P10: "I think it's about having curiosity in your organisation, whether the leaders are the change agents. Usually, they're the curious ones and those who are willing to dare to try because they are curious."</i>	Curiosity is a leader's eagerness to seek new information and experiences. Curious leaders ask questions, explore possibilities, and show genuine interest in understanding the world, fostering continuous learning, innovation, and adaptability (Marquardt, 2014).

Creativity	<p>P25: “An organisation needs critical thinkers and creative and innovative people to achieve success.”</p> <p>P18: “The purpose is to enable everyone to see what else is happening in the world and bring those insights back to foster creativity. What else can I do to ensure that I foster more creativity?”</p>	Creative leadership entails guiding a team through collaborative problem-solving and implementing innovative solutions. Effective communication and awareness of each team member's stage in the creative process are crucial. Leaders must adaptively manage teams to optimise creativity while maintaining efficiency.
Inquisitive	<p>P22: “Tap into the knowledge and wisdom of your own employees, as they are the ones who interact with customers, produce your products, and handle customer inquiries. Your employees hold valuable insights that can drive improvements and innovation within your organisation.”</p>	Leaders actively seek insights and wisdom from within the organisation, recognising the value of internal expertise in shaping customer experiences, product development, and overall organisational success.
Awareness	<p>P21: “My feeling is that anybody who has the awareness to recognise what the current issues are is a generative leader.”</p>	Leaders are those who not only understand their immediate surroundings but also possess a deep awareness of the broader context, challenges, and opportunities facing their organisation.
Collaboration	<p>P11: “Leadership is open to sharing their knowledge. You can leverage that. They can share the templates and the past work so that you can use it and customise it for the next challenge.”</p>	Leaders actively contribute to a work environment where individuals freely share insights, tools, and experiences, fostering a sense of teamwork and collective achievement.
Communication	<p>P8: “In terms of leadership skills, it's essential to learn how to communicate with and manage the new generation.”</p>	Leaders recognise that effective communication is crucial and adapt their styles to connect with the new generation, acknowledging changing demographics.
Engaging	<p>P2: “I have also noticed that the company places a lot of emphasis on engagement. This means that engagement occurs at all levels, where leaders communicate openly with their employees.”</p>	Engaging leadership is defined as leadership behaviour that facilitates, strengthens, connects, and inspires employees in order to increase their work engagement (Schaufeli, 2021).
Empower	<p>P7: “As leaders, it's my responsibility to help others grow, which requires time, effort, and risk. I must invest in developing my team and give them opportunities to succeed, even if it involves taking risks.”</p>	Leader empowerment gives employees the authority to make decisions and be accountable for results. This creates buy-in, ownership, and increased engagement, leading to improved performance (White & Lafayette, 2012).
Empathy	<p>P28: “I show empathy and communicate politely with everyone, addressing mistakes and identifying their causes to prevent recurrence.”</p> <p>P16: “Effective people management involves understanding each individual's perspective, mental wellbeing, and challenges, and engaging with empathy accordingly.”</p> <p>P22: “A key trait of generative leadership is exemplified by one of my leaders. I'm part of their team, where they foster positivity, acknowledge challenges, and offer support.”</p>	Leaders who empathise can identify with and share others' feelings. This internalised sympathy makes them more self-aware, thoughtful, and strategic in their decisions (Dennison, 2023).
Followership	<p>P12: “Leaders must also be followers, a concept known as servant leadership. I practice servant leadership, which entails understanding how to follow. Generative leadership involves creating more leaders, paradoxically requiring leaders to follow those they create.”</p>	Leaders must also be followers of emerging leaders. Leaders understand the importance of humility and learning from those they are guiding. This dynamic acknowledges the reciprocal nature of leadership and followership.
Inclusive	<p>P17: “Generative leadership should extend beyond profit-driven motives. To achieve this, conversations must move beyond boardrooms and include diverse voices from various backgrounds.”</p>	Inclusive leadership makes employees feel valued and unique, fulfilling their needs for belongingness (Shore & Chung, 2021).
Supportive	<p>P15: “So, when you talk about innovation and leadership innovation, leadership innovation is about people feeling comfortable speaking up in a safe space. Psychological safety.”</p>	Supportive leadership indirectly influences psychological safety by fostering a positive team climate. It entails leaders showing concern and support for team members both professionally and personally (De Smet et al., 2021), Encouraging mutual support among team members.

	<i>P14: "They must absorb, adapt, and create, similar to a generative leader. Additionally, creating a safe environment is essential."</i>	
Human-centric	<i>P16: "Generative leadership is people-centric, emphasising making colleagues and team members feel valued, which is crucial for this generation." P15: "My leadership style involves being a people person and connecting with my team on their level. Leadership, to me, isn't always complex; it requires understanding both your people and the business and inspiring them."</i>	People-centric leadership prioritises placing people at the core of an organisation's priorities and strategies. It values employees as the most important asset and aims to foster a positive and supportive work environment (Ettling, 2019).
Transparent	<i>P16: "Transparency is most important especially as organisations grow larger and information flow becomes more complex. Ensuring alignment and understanding among all business unit leaders is key to achieving goals."</i>	Transparency in leadership involves openly sharing clear facts about an organisation's position, activities, and decisions with employees and customers. Organisations that prioritise transparency find it easier to foster open communication (Subramanian, 2017).
Strategic thinking	<i>P21: "These leaders, including the board, executive, and top management, oversee large organisations, think ahead, and are involved in strategy."</i>	Strategic thinking is a particular way of solving strategic problems and opportunities at the individual and institutional level combining generative and rational thought processes (O'Shannassy, 2006).
Agility	<i>P29: "Some traits of a generative leader would be resilience, agility, and being open to suggestions. Yeah, that's how I see."</i>	Agile leaders establish guiding principles, strategies, and mechanisms for organisational agility. They foster a leadership culture that models and promotes holistic agility within the organisation (Attar & Abdul-Kareem, 2020).
Anticipative	<i>P20: "Anticipatory skills are valuable, not for predicting the future, but for examining systemic structures and systems to mitigate potential risks. This skill is particularly important in navigating uncertainty."</i>	Anticipatory leaders understand their organisation's environment deeply, going beyond surface observations. They expertly analyse how external forces shape their context, including the interplay generating patterns and micro trends (Penn, 2007).
Absorptive	<i>P14: "Leaders should adopt an 'outside in' approach, embracing innovative ideas from beyond their usual scope and integrating them into the organisation."</i>	There is a need for leaders to expand their perspectives. Absorptive leaders actively seek out and embrace ideas and knowledge from diverse Sources beyond their immediate environment.
Entrepreneurial mindset	<i>P12: "An entrepreneurial mindset, where accountability is shared, can be challenging but ultimately fosters innovative ideas."</i>	An entrepreneurial mindset is important in leadership. This mindset goes beyond individual accountability, suggesting a collective responsibility for outcomes and success.
Future-oriented	<i>P16: "As generative leaders, understanding future expectations is crucial for maintaining relevance. This drove my recent change in purpose and strategy." P19: "I think for the leaders they would have to be progressive. They need to think a few steps ahead." P22: "It was all possible because Ryan is a forward-thinking leader, open to criticism and diverse ideas." P15: "These leaders oversee large organisations, think ahead, and are involved in strategic planning, like the board, executive, and top management team." P10: "Scandinavian culture strongly believes in people's potential, invests in development, embraces risk, and is future-oriented, contributing to their success."</i>	Future orientation is the degree to which individuals within an organisation believe that their present behaviour impacts the future, emphasising investment, growth planning, and long-term implications (Liu et al., 2012). Leaders anticipate future challenges and opportunities, enabling them to prepare for changes and navigate uncertainties with strategic planning.
Innovative	<i>P8: "So, when you talk about innovation and leadership innovation, leadership innovation is about people feeling comfortable speaking up in a safe space. Psychological safety."</i>	Innovative leaders understand the past, present, and future, creating a vision to address current and future challenges, and meet the needs of organisations and nations (Blanchard & Stoner, 2004).
Vision	<i>P4: "So, to start with the traits. They need to be visionary and see beyond immediate needs, beyond trends. To be able to connect the dots with what's going on beyond geographical lines." P10: "Leaders should set a clear vision, embrace necessary changes, and empower their team to achieve it, ensuring the company's long-term growth and success." P28: "A good leader should have a clear vision and be unapologetic about it."</i>	"Visionary" leaders can foresee the future, create a compelling vision, and anticipate challenges and opportunities, setting a strategic direction beyond short-term considerations.

5.2.4 Refinement of leadership traits

NVivo was used to validate the traits identified from data collected from the respondents. Based on the data collected from the respondents, a word cloud using NVivo to visualise the leadership traits highlighted by the respondents (Figure 5.5) was created. The word cloud generated leadership traits in line with the findings from my analysis above.



Figure 5.5. Leadership traits word cloud

Based on this analysis of the responses, the leadership traits have been grouped through cluster analysis in NVivo (Figure 5.6), leading to the derivation of three clusters. The clusters generated by NVivo showed an overlap of these leadership traits as compared to my analysis. As a result, this shows that the traits that leaders possess can be applied to themselves as well as across the organisation instead of only being fixated on one area of leadership.

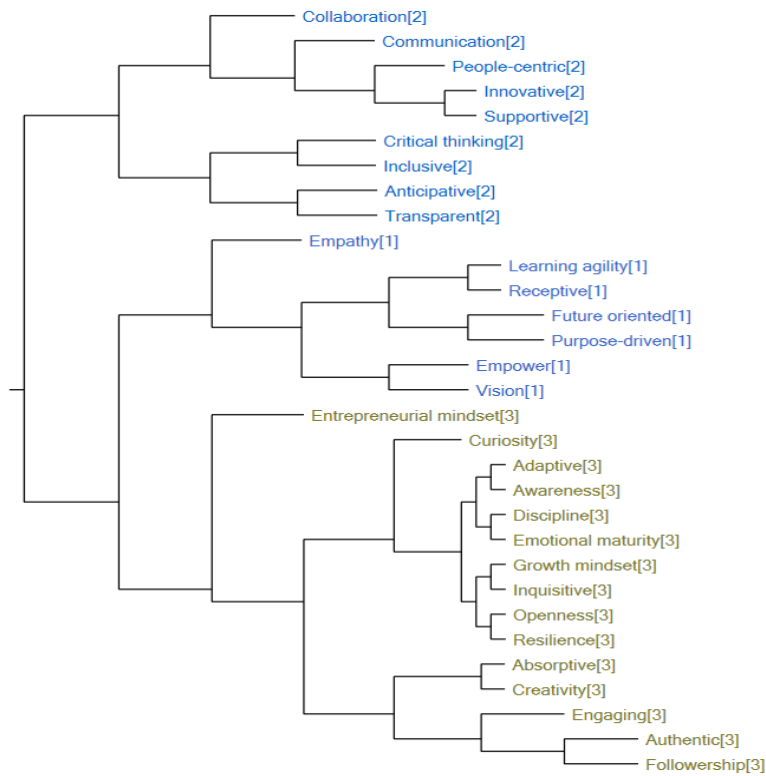


Figure 5.6. Leadership traits cluster

**Cluster 1 represents Leading Organisation traits, cluster 2 represents Leading People traits, and cluster 3 represents Leading Self traits*

Figure 5.7 illustrates the leadership traits clusters in the form of a heat map to clearly show the overlap of the traits. Cluster (1) which represents the leading organisation traits is shown as the green area, cluster (2) which represents the leading people traits is shown as the orange area and cluster (3) which represents the leading self traits is shown as the blue area.

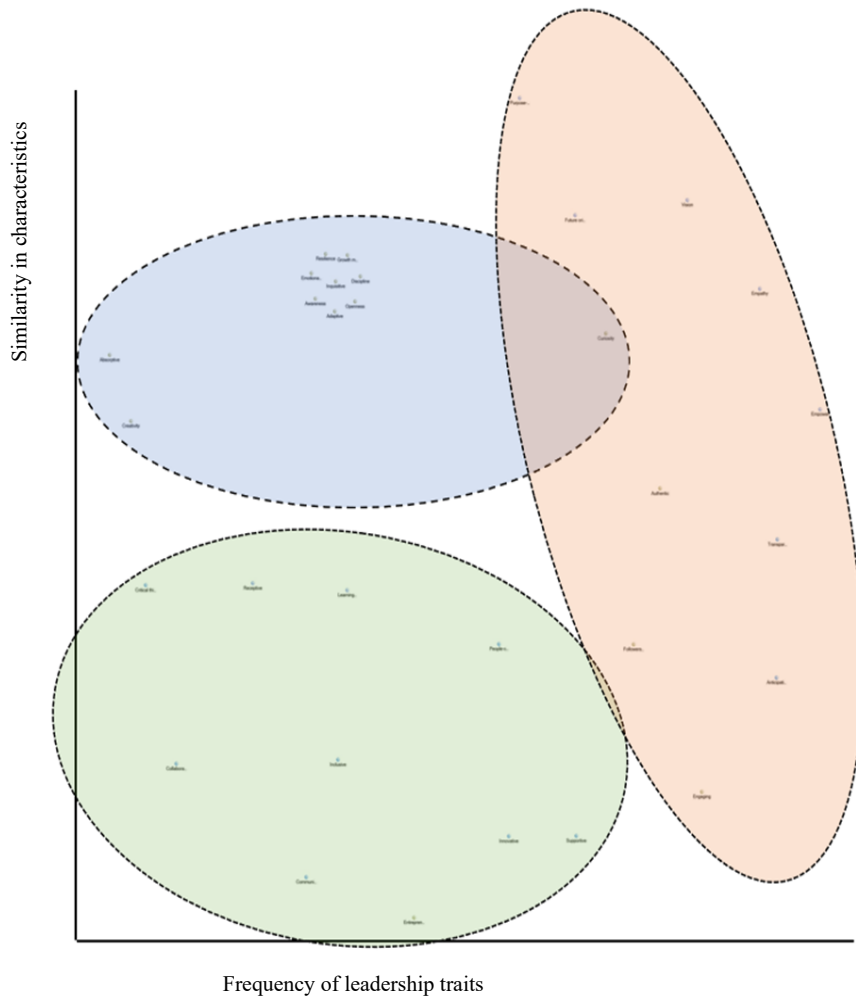


Figure 5.7. Heat map of Leadership traits cluster

Table 5.16. Categories of leadership traits

Category	Traits			Description
LEADING SELF	Authentic Emotional maturity Critical thinking Adaptive Openness	Purpose-driven Resilience Receptive Curiosity Creativity	Discipline Growth mindset Inquisitive Awareness	Leading self, as defined by Neck et al. (2019) and Neck & Houghton (2006), is a self-influence process enabling individuals to attain self-direction and motivation crucial for performance. It is integral for executives, managers, entrepreneurs, and professionals in positions of authority, as personal discipline and execution are frequently cited by top leaders as key factors in organisational success. Participant responses Were categorised under the leading self-theme.
LEADING PEOPLE	Collaboration Communication Engaging	Followership Inclusive Supportive	Empower Empathy Human-centric Transparent	Leadership transcends mere position, encompassing actions shaped by personal experiences in engaging with others. Within organisations, leadership emerges from the interaction between leaders and followers, embodying complex dynamics of power and symbolism. Future leadership involves navigating this intricate interplay, fostering empowerment amid complexity (Karp & Helgø, 2008). Participant responses Were categorised under the leading people theme.
LEADING ORGANISATION	Strategic thinking Agility Anticipative	Entrepreneurial mindset Future-oriented	Innovative Vision Absorptive	Leading organisations involve guiding and influencing a group of individuals to work collectively toward achieving common goals and objectives. Leadership goes beyond management and administration; it encompasses the ability to inspire, motivate, and foster a shared vision.

Upon further analysis of the leadership traits identified, the leadership traits have been further collapsed and shortlisted into 5 traits per category as shown in Figure 5.8.

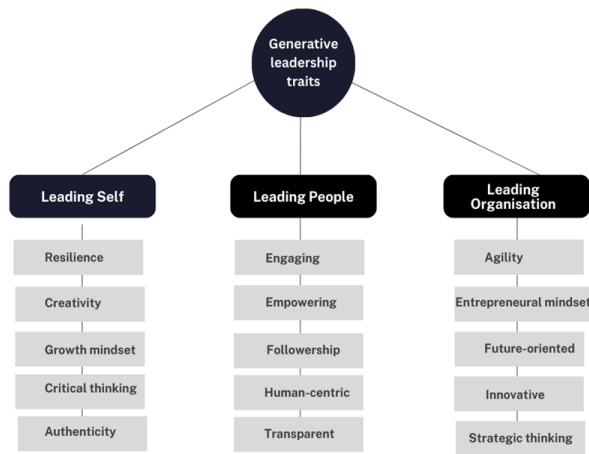


Figure 5.8. Leadership categories grouped into five main traits.

5.2.5 Applying Leadership Traits to FOW HRM Solutions

As per Chapter Two, generative leadership encompasses emotional intelligence, the willingness to take risks and foster creativity, adopting a systems thinking approach, appreciating diversity, inspiring and leading change, nurturing interpersonal relationships, basing leadership and management decisions on evidence, reframing perspectives, and achieving goals with a sense of fulfilment (Joanne, 2009), all of which are critical in supporting organisations in navigating challenges faced in complex environments like FOW. Hence, it is also possible for this research to map the leadership traits identified back to FOW HRM Solutions. Table 5.17 below captures it below. Based on the analysis, it is evident that such traits from different categories are overlapping and play critical roles in the successful navigation of different FOW HRM solutions. It is also key to recognise that the leadership traits can be combined prioritised differently depending on the type of solution proposed and the organisational context. For example, strategic thinking and are critical in defining strategy and foresight whereby empowerment would be more relevant to change management and organisational design.

Table 5.17. Leadership Traits in Navigating HRM FOW Solutions

FOW HRM Solutions	Leadership Traits	Application and relevant citations
<p>Strategy & Foresight – critical in navigating FOW’s complex environment</p>	<p>Agility, Entrepreneurial Mindset, Future-oriented, Strategic Thinking</p>	<p>Leaders have the vision to future-proof their organisations by scanning the environment and practicing foresight and develop strategies to maximise entrepreneurship and competitiveness while prioritising learning, experimentation, and sustainable practice to ensure the organisation can thrive in the future while supporting socio-ecological practices ((Bruce, 2006). Klimek et al., 2008; Bruce, 2006; Joanne, 2009).</p>
<p>Process & Policies – key in navigating FOW megatrends e.g. adoption of 4IR</p>	<p>Critical Thinking, Strategic Thinking, Empowering</p>	<p>Leadership is able to think critically to analyse organisational models and practices for obsolescence and adapting them to drive more effective processes and policies to empower their employees to maximise on productivity, performance and sustainability (Alfridi et al., 2023).</p>
<p>Organisational Design – critical in ensuring organisational models and work design suits current FOW needs e.g. hybrid work</p>	<p>Strategic thinking, Agility Human-centric, Empowering, Engaging</p>	<p>Organisational Design plays a crucial role in enabling flexibility and agility. Leaders design organisational structures and processes that facilitate learning, collaboration, and innovation, engaging and empowering their employees through human-centric practices, allowing the organisation and workforces to adapt quickly to changing circumstances.</p>
<p>Change Management - key in ensuring that organisational is able to adapt to disruption brought about by the FOW trends</p>	<p>Engaging, Empowering, Followership, Human-centric, Transparent</p>	<p>Leaders use change management principles and practices to facilitate the adoption of new ideas, processes, and behaviours within the organisation, ensuring that innovations are communicated in a transparent manner with a focus on human-centred change for successful implementation and integration into the organisational culture (Chin et al., 2023),</p>
<p>Organisational Growth & Learning – critical to ensure organisation can adapt to the impact of FOW to ensure a resilient organisation and workforce</p>	<p>Resilience, Growth Mindset, Authenticity</p>	<p>Leaders promote a culture of learning and innovation, invest in employee development, and create systems for capturing and sharing knowledge. This ongoing focus on growth and learning ensures that the organisation can create new ideas and insights to stay competitive and resilient in competitive environments (Uhl-Bien, Marion and McKelvey, 2007; Goldstein, Hazy & Lichtenstein, 2010; Surie & Hazy, 2006)).</p>
<p>Leadership & Culture - leadership as critical to foster purpose-driven sustainable organisational culture</p>	<p>Engaging, Empowering, Followership, Human-centric, Authentic, Human-centric, Transparent</p>	<p>Leadership philosophies, mindsets and behaviours are critical in role-modelling and driving a purpose-driven and sustainable organisational culture that seeks to engage and empower employees through transparent, authentic, human-centric approaches.</p>

5.3 Conclusion

In this chapter, the qualitative interview findings were comprehensively explored to validate the themes and findings related to the research questions as gleaned from Chapters One and Three. The ambiguities and key FOW themes were confirmed through interviews and NVivo analysis, and the impact of the FOW was categorised through the 4D themes. The section also delved into solutions for addressing ambiguity and strategies for resolving the challenges presented by the 4Ds. It provided a comprehensive exploration of the qualitative interview findings to validate solutions for challenges posed in RQ1, commencing with identified solutions for the challenges outlined by the 4Ds through the Quadruple Bottom Line Model, encompassing Profit, People, Planet, and Purpose. The section also explored the intersections of the 4Ps framework, revealing both tensions and coexistence resulting from these overlaps and validated them with both. The analysis of the interview results provided valuable insights into HRM solutions, validating the six key navigational themes identified in Chapter Three. Leadership was highlighted as essential for navigating the complexities of today's dynamic business environment, as it sets the groundwork for organisational success and contributes to a culture that encourages continuous learning, innovation, and resilience. Embracing the leadership mindset becomes not just a strategic advantage but a fundamental necessity for supporting a sustainable and agile organisation in the ever-evolving landscape of leadership.

CHAPTER SIX

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSION

6.1 CHAPTER OVERVIEW

In this concluding chapter, the overall findings of the research are presented. This includes an overview of the research, a discussion of the research findings, the integration of results to develop a theoretical framework, theoretical contributions, practical implications, recommendations, limitations, future research, and the research's overall conclusion.

6.1.1 Overview of the Research

As discussed in Chapter One, the primary goal of this research is to understand the impact FOW has on the organisation and to ascertain how to navigate the impact, including identifying the key issues that will emerge when organisations seek to pursue StHRM and SuHRM's conflicting goals. It also hoped to identify ways to manage such challenges and tensions. Additionally, the research aims to identify enablers that are critical when selecting which HRM initiative to pursue. Ultimately, the research aims to develop a Generative HRM model that draws from both StHRM and SuHRM to future-proof organisations in relation to the FOW. The questions are captured in Figure 6.1 below.

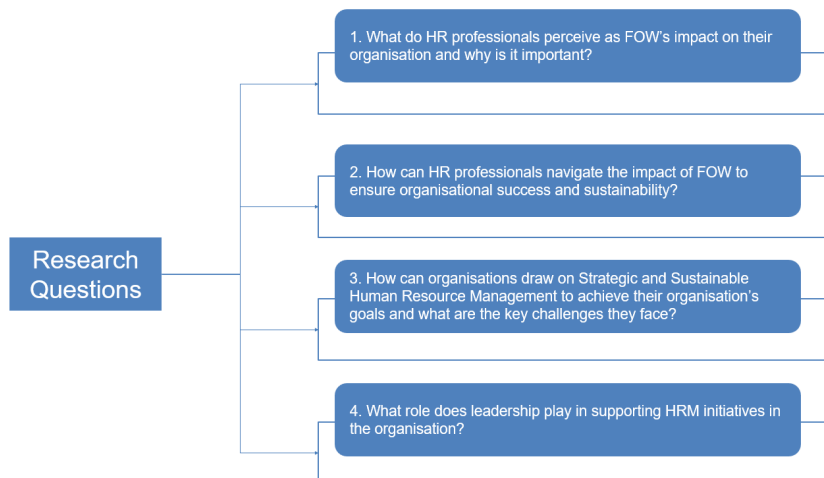


Figure 6.1 Research questions

Further to this, literature review was subsequently conducted, and a research framework developed as per Figure 6.2 below which include the key conceptual theories utilised based on my a priori themes.

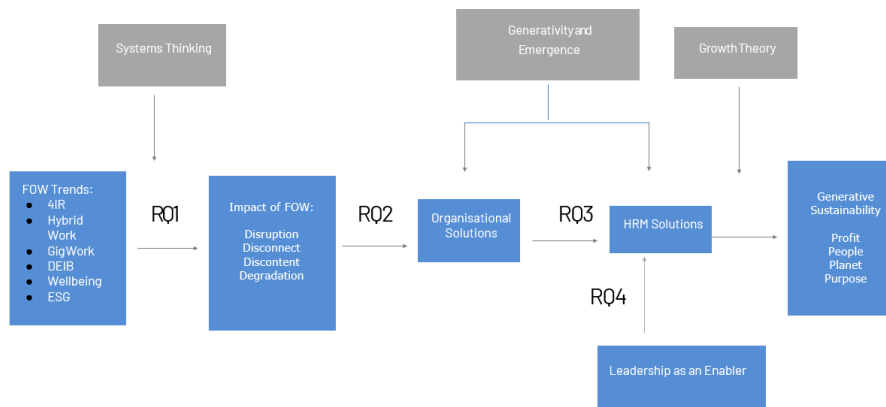


Figure 6.2 Research framework

Data for this research were then collected through individual interviews and focus group interviews before being thematically analysed using the template analysis method, guided by the main theoretical framework derived from the literature review presented in Chapter Two and the a priori themes presented in Chapter Three. Following the analysis, five a priori themes were identified and presented along with their findings in Chapter Four. In the following sections of this chapter, the relationship between the findings of the five a priori themes and the selected conceptual theories will be demonstrated, and the final five key themes of the research presented. These five key themes aim to develop or extend current frameworks, models or theories, emphasising the contribution of this research to the body of knowledge on FOW and HRM. The key findings are then mapped onto the initial theoretical framework presented in Chapter Two to develop a generative theoretical framework.

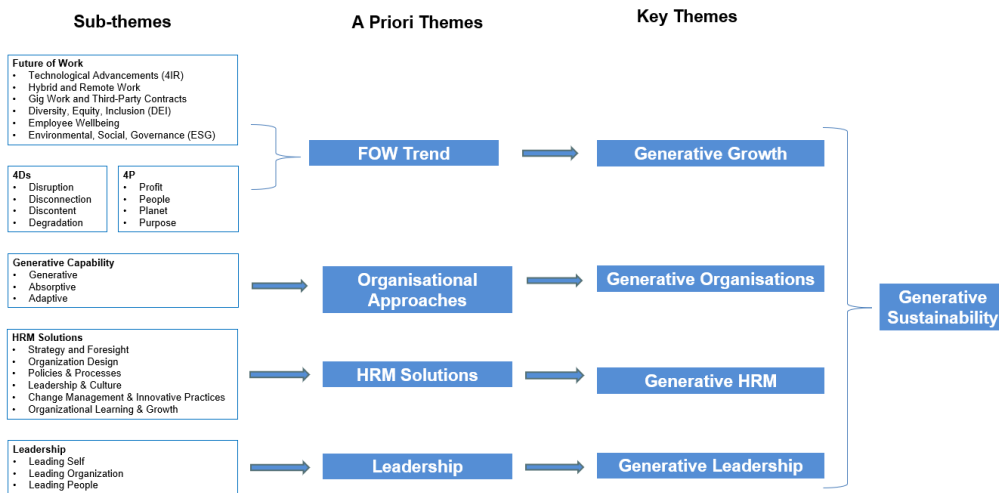


Figure 6.3 Development of five key themes from *a priori* themes

The figure above illustrates the final five key themes derived from applying conceptual theories to the *a priori* themes. Hence, the final five key themes are laid out below in Figure 6.4.



Figure 6.4 Five Key Themes

6.2 KEY RESEARCH FINDINGS

This section discusses the key research findings from Chapter Four in relation to the 5 Key Themes. It analyses these findings in relation to the research questions and objectives of this research, as well as the existing literature to examine how to navigate the overall impact of FOW from both an organisational and HRM perspective. It utilises key conceptual theory to propose new research theories and frameworks along the way.

6.2.1 Theme 1: Generative Growth

RQ 1 seeks to understand the impact of FOW and to answer the question: What do HR professionals perceive as the impact of FOW? The *a priori* themes identified when addressing this question during the literature review stage included that of “FOW Trends” and the “Impact of FOW” and interview sessions and data for these sessions were conducted, validating the 6 FOW trends as presented in Chapter Four. Subsequently, this research also utilised systems thinking to further conceptualised the impact of the trends into the 4Ds framework, so organisations can understand the necessary capabilities required to function effectively when facing complex challenges such as those presented by the 4Ds (Sterman, 2019; Checkland & Poulter, 2020).

The 4Ps Framework was then next conceptualised based on systems thinking again to address the 4Ds, combining SuHRM's Triple Bottom Line and Common Good HRM as discussed in Chapter Two. As Duffour (2024) highlights, systems thinking has the potential to foster resilient and proactive organisational strategies in the face of these global and dynamic workplace challenges due to the interconnectedness of societal elements that can lead to better stakeholder engagement and more responsive governance structures. Additionally, Eidin et al. (2023) illustrated how systems thinking can help individuals comprehend non-linear relationships and change over time—skills crucial for navigating the evolving workplace dynamics influenced by technological advancements and changing workforce demands. Therefore, systems thinking not only aids in supporting the 4Ps Framework but also helps resolve tensions by understanding the interrelationships and identifying the capabilities required to address challenges holistically.

NVivo analysis conducted and presented in Chapter Four also expanded upon the above, demonstrating the interconnected of phenomena that exists between the 4Ds and the 4Ps framework and the need for a holistic approach to FOW solutions in order to balance the overlaps and provide a multifactorial stance in relation to both profitability and sustainable growth. As such, it is absolutely critical that the 4Ps co-exist to foster a balanced and sustainable business model that not only provides for profitability but also considers internal and external stakeholder value such as employee wellbeing, environmental impact, and the overarching mission of the organisation. For example, aligning business operations with environmental considerations (Planet) while focusing on profitability (Profit) allows organisations to mitigate risks associated with regulatory compliance and enhance market competitiveness through sustainable practices. Similarly, prioritising employee wellbeing and engagement (People) alongside organisational objectives (Purpose) addresses workforce discontent and disconnect, which in turn supports productivity and innovation. As highlighted in Table 6.1, the coexistence of the 4Ps provides a balanced and comprehensive solution to tackle the challenges of the 4Ds. This multifocal approach not only resolves immediate issues but also positions organisations for long-term sustainability and success.

Table 6.1. 4Ps as a resolve for 4Ds

	People	Planet	Profit	Purpose
Disruption	The People-centric view encourages human-machine interaction and skill development to enhance work productivity and employee satisfaction through better productivity and enhanced skill sets and opportunities for growth.	An eco-conscious view enables sustainable practices through disruptive digital tools, and the transformation of traditional work arrangements to hybrid reduce resources and energy consumption.	A strategic view by leveraging technology and innovative FOW trends such as hybrid and gig work to enable cost savings and performance.	Extend purpose to create an innovative and sustainable workforce through the help of disruptive technologies, diverse teams and emerging work trends.
Disconnect	Adopting a people-centric approach promotes inclusivity and diversity initiatives to bridge gaps and ensure equitable access to opportunities.	An eco-conscious view reduces carbon emissions, reducing the disconnect between organisational values and stakeholder expectations	A strategic view enables cost savings from understanding stakeholders' needs and reducing the disconnect between organisation strategies to reduce inefficient costs.	A broader purpose is to create an inclusive and sustainable organisation that extends opportunities to diverse groups by adopting FOW effectively.
Discontent	A people-centric approach creates a focus on engaging employees and paying attention to diverse needs. It also considers the satisfaction of all stakeholders, enabling autonomy, inclusivity, work-life balance, customer centricity and socially responsible behaviour in organisations.	An eco-conscious view promotes sustainability and responsible practices for the external environment and community wellbeing.	A strategic view considers investment into the wellbeing, motivation and satisfaction of workers and thus improves performance innovation and retention in the long term, reducing turnover costs.	A broader purpose is to create an engaged, healthy and satisfied organisation that meets wellbeing and diverse needs and satisfies all stakeholders.
Degradation	A people-centric approach helps create a sustainable workforce, Encouraging lifelong learning skills for resilience.	An eco-conscious view promotes sustainability and responsible practices for the external environment and community wellbeing.	The strategic view considers investment into green movements and CSR to retain customers and reduce risk compliance costs. It also meets eco-conscious consumers' sustainability needs.	A broader purpose is to create an inclusive and sustainable organisation that extends benefits to the preservation of the external environment and builds positive relations with the community in which it operates.

The coexistence of the 4Ps thus provides a comprehensive framework to tackle the overlapping issues inherent in the 4Ds, ensuring that the organisation can navigate the challenges of the Future of Work with agility and ethical integrity. The synergy between these elements is

critical in building trust among stakeholders, enhancing the organisation's reputation, and establishing a foundation for resilience and social responsibility.

Despite the above though, underlying tensions still do exist when organisations struggle to implement all the FOW themes holistically. The challenge lies in balancing the needs of employees, customers, and stakeholders while also ensuring profitability, environmental stewardship, and market competition (Ren & Jackson, 2020; Kramar, 2022). Analysis in Chapter Four validated that organisational prioritisation of short-term profits over social responsibility and environmental sustainability exacerbates these conflicts, leading to conflicting goals and measurement issues. Respondents also highlighted tensions in prioritising either stakeholder value or shareholder profit, stemming from the complex nature and unfamiliarity with FOW themes. These tensions also make it difficult to measure value creation across enterprises and industries due to the lack of defined measurements and methodology (Yu et al., 2021; Alshibli & Alzubi, 2022). This absence of defined measurements impedes the accurate evaluation of the impact of HRM strategies on organisational performance and growth. Additionally, an analysis of interview responses in Chapter Four validates this as this research has found a tendency within traditional business paradigms to focus predominantly on output rather than outcomes. This means that while businesses may measure productivity or efficiency, they often overlook the broader implications of their actions on stakeholders and society at large. As such, this research also aimed to resolve these tensions by applying the conceptual theories of generativity, emergence and growth theory as highlighted in Chapter Two to the tensions that arise within the 4Ps Framework.

In relation to the theory of emergence, Lichtenstein (2014) highlights that in the ever-changing and uncertain environment of the FOW, organisations cultivate emergent behaviours to naturally devise effective strategies and create value. Thus, emergent behaviours are a potent tool for unravelling complex systems, offering a comprehensive solution to the ambiguities present in the FOW. By leveraging emergent behaviours, organisations can develop adaptive strategies that not only respond to immediate challenges but also position themselves for long-term resilience and success within the dynamic landscapes of their respective industries. This approach aligns organisational capabilities with the evolving demands of the workplace, ensuring that strategies are not just reactive but also proactive and forward-thinking. In addition to emergence theory,

generativity plays a crucial role in resolving ambiguities in the Future of Work (FOW). According to findings in Chapter Two, generativity is essential for enabling emergent behaviours and practices in complex systems, which enhance experimentation, exploration, and innovation. Marshak (2019) notes that generative mindsets focus on creating conditions that release latent energy within the organisation, thereby fostering emergent, self-organising processes. Similarly, Rickles et al. (2007) describe self-organisation as a mechanism by which systems spontaneously optimise energy distribution to create more stable structures under dynamic conditions. This is crucial for the dynamic nature of the 4Ps framework, which must continually adapt to emerging challenges.

By integrating systems thinking, emergence, and generativity, this research thus proposes Generative Growth to manage the tensions as highlighted above. Proposing a revised version of Edwards' growth model (2021) that was initially introduced in Chapter Two, Generative Growth seeks to navigate the tensions that exist between the 4Ps and the complexities that stem from interactions from their interactions (Hynes et al., 2020). Visualised as an onion (Figure 6.5), GGM is able to demonstrate how organisations can shift from a traditional focus of business growth towards a more sustainable approach to growth, applying a generative approach to complexity. As per Figure 6.5, the complexity axis refers to the range and depth of capabilities an organisation develops - as organisations increase in complexity, they acquire new capabilities and enhance their ability to innovate and adapt to changing market and environmental conditions (Wiig, 2011). This dynamic is crucial for maintaining competitive advantage and driving long-term profitability. The generativity axis is characterised by the capacity of a system to produce unprompted change driven by broad, scalable interactions within the system. According to research, generativity continuously evolves to address new problems (Franke et al., 2001; Ball, 2009). This aligns with the organisational necessity for ongoing innovation and adaptation, a theme also echoed in the research of learning organisations (Senge, 1990). The research by Luederitz and Etzion (2024) illustrates how higher generativity leads to enhanced capacity to innovate and evolve, enabling organisations to contribute meaningfully to societal and environmental wellbeing.

Moving outward, the following layers of the onion represent an expanding focus on people, planet, and ultimately, purpose, representing differing growth types as organisations shift from

traditional profit-driven models to more innovative and inclusive models as complexity and generativity increase. Empirical evidence supports that as organisations move along this axis, they not only enhance their profitability but also better address social and environmental issues. The coordination of knowhow in complex economic ecosystems facilitates the development of solutions through generativity making it both innovative and socially responsible, effectively balancing the demands of profit and planet (Moser & Smaldino, 2022). Table 6.5 provides a summary of the seven growth types and their characteristics that are able to add value to both internal and external stakeholders. The division between both internal and external stakeholders aligned with the research findings in Chapter Four as well.

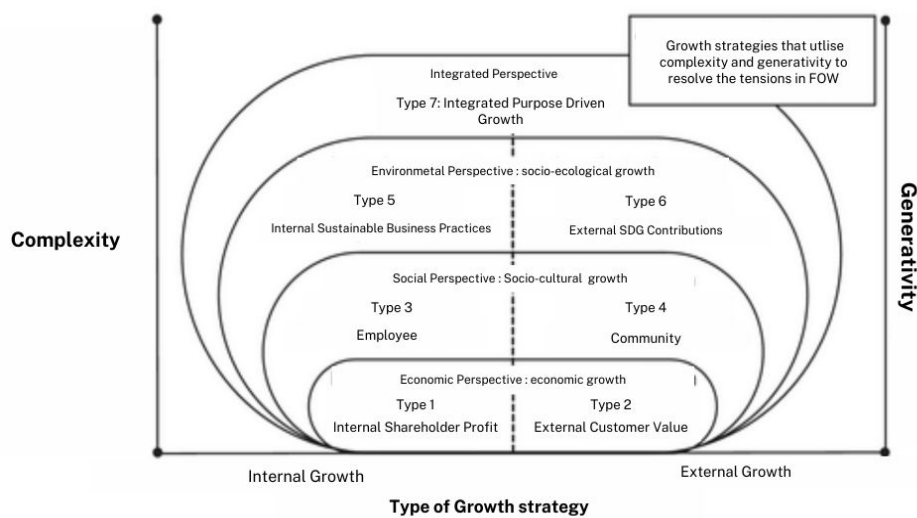


Figure 6.5. Growth theory (Adapted from Edwards, 2021)

Table 6.2 Generative Growth types (Adapted from Edwards, 2021)

Growth type characteristics							
Growth types	Illustrative strategies	Illustrative practices	Locus of strategy (Internal or external)	Complexity performance	Generativity priority	Approach to the growth paradox	Type of economy
Type 1: Internal shareholder profit	Financial incentives, product/service development, cost reduction, diversification, sales drive	Accounting measures: Sales, ROI, ROA, tax minimisation, revenue, workforce growth	Internal growth	Low complexity (focus on efficiency and scale)	Generativity not prioritised (focus on immediate profit)	Continue the vicious cycle of prioritising economic size-growth strategies at the cost of human and ecological harms.	Old economy (profit at the expense of the biosphere).
Type 2: External customer value	Mergers, acquisitions, takeovers, spin-offs, internationalisation	Market measures: Share price, market share, customer satisfaction	External growth	Low to moderate complexity (integration challenges)	Generativity not prioritised (focus on market dominance)		
Type 3: Employee	Corporate social responsibility programs, internal development opportunities, diversity training, gender equity initiatives	Internal stakeholders: Pay rates and working conditions, diversity training, work-life balance	Internal employee development	Moderate complexity (internal adjustments)	Generativity focused on social improvement	Economic growth and social development of internal and external (human) stakeholders.	Transitional economy (profit while doing less harm to the biosphere).
Type 4: Community	Collaborative business models, community engagement programs, cross-sector social	External stakeholders: Community consultations, empowerment initiatives, local	External community support	Moderate complexity (collaboration across sectors)	Generativity focused on societal change		

	partnerships, democratic ownership	recruitment practices					
Type 5: Internal sustainable business practices	Implementation of sustainable business processes, eco-efficiency measures, internal sustainability reporting	Eco-social practices: Resource efficiency, waste reduction, internal sustainability audits	Internal socio-ecological practices	High complexity (balancing multiple objectives)	Generativity focused on balancing social and ecological goals	Socio-ecological flourishing and resilience of internal and external human and ecological stakeholders.	New economy (profit while doing good for the biosphere).
Type 6: External SDG contributions	Partnerships for the SDGs, aligning business strategies with SDG targets, external sustainability reporting	Eco-social practices: Collaboration with NGOs, SDG impact assessments, sustainable supply chain management	External socio-ecological contributions	High complexity (holistic integration)	Generativity focused on holistic integration		
Type 7: Integrated purpose driven growth	Multidexterity strategies, resilience thinking, design for social-ecological systems, inclusive governance	Integrated practices: Doughnut economics, localization, frugal abundance, stakeholder conviviality	Integrated and locally embedded (internal and external)	Very high complexity (dynamic adaptability)	Generativity focused on systemic renewal and adaptability	Locally embedded socio-ecological flourishing and resilience of internal and external human and ecological shareholders.	Regenerative economy (profit through regenerating the biosphere).

i. Type 1 and Type 2: Internal shareholder profit and External customer value

The focus is on increasing profits and enhancing value for external customers for shareholders with strategies aimed at improving the company's financial performance and shareholder value and increasing customer satisfaction and market share. Both of these views are examples of sample size change, or as Penrose (1995) calls it, the "economic power of bigness" and they dominate "old economy" perspectives at all levels from small businesses to multinational corporations. Here complexity is low, and generativity is not prioritised as the focus is on immediate profit and market dominance.

ii. Type 3 and Type 4: Employee and Community

The focus is on enhancing the wellbeing and development of employees and contributing to the wellbeing of the broader community with initiatives like employee training, better working conditions and employee engagement CSR activities and community development programs. Here complexity is moderate, and generativity is focused on societal change and improvement as it benefits employees which can lead to improved company performance. It also impacts societal wellbeing beyond its immediate operations. Socio-cultural perspectives see firm-level growth as intimately connected with growing the human dimension of the organisations. These types of growth strategies are what Klapper et al. (2020) refer to as "collective growth - an embeddedness in a collective habitus ...a form of wellbeing for entrepreneurs, their families and the surrounding collectivity".

iii. Type 5 and Type 6: Internal sustainable business practices and External SDG contributions

The focus is on implementing sustainable practices within the company with efforts to reduce the company's environmental footprint, like energy efficiency and waste reduction and contributing to external SDGs with activities that support global environmental and sustainability goals, such as partnerships for environmental conversation. Here complexity is high, and generativity focuses on long-term sustainability and cost savings and adapting global sustainability efforts and has far-reaching impacts. Types 5 and Type 6 growth strategies are focused on achieving business objectives that acknowledge the interconnectedness of human and natural systems. The social-ecological systems perspective, as proposed by Holling (2001), presents a concept of sustainable development that integrates the wellbeing of human

society and economy with the thriving and diverse natural environment.

iv. Type 7: Integrated purpose driven growth

The focus is on the combined growth of economic, social and environmental goals. It is a holistic approach that seeks to balance and integrate internal and external growth strategies. Here complexity is very high, and generativity aims to resolve tensions in the FOW for broad, impactful growth. Type 7 embedded growth recognizes the contingent validity of each of the preceding types and systematically accommodates their contributions with strategic flexibility. This flexibility is a vital strategic capacity that adds integrative agility and adaptability to the strategic growth competencies described above (Edwards, 2021).

Figure 6.6 shows how GGM takes a comprehensive approach and tackles multiple issues at once, ensuring none of the 4D issues are overlooked, through the 4Ps. As organisations face multifaceted challenges, they adopt complex strategies that encompass economic, social, and environmental dimensions, moving from simple profit-driven approaches to comprehensive, purpose-driven models. This evolution is crucial in addressing the interconnected and dynamic nature of modern business environments, ensuring long-term sustainability and resilience (Dyllick & Muff, 2016; Elkington, 1997). Furthermore, by integrating generativity into their strategies, organisations can better navigate tensions between and create more value for a wider range of stakeholders (Porter & Kramer, 2011). By revising Edwards (2021) growth theory model and proposing a FOW GGM, this research is able to recognise different stakeholder value and adapt it to the FOW context, enabling organisations to develop agile, resilient, and sustainable approaches, ensuring a shift towards purpose-driven objectives.

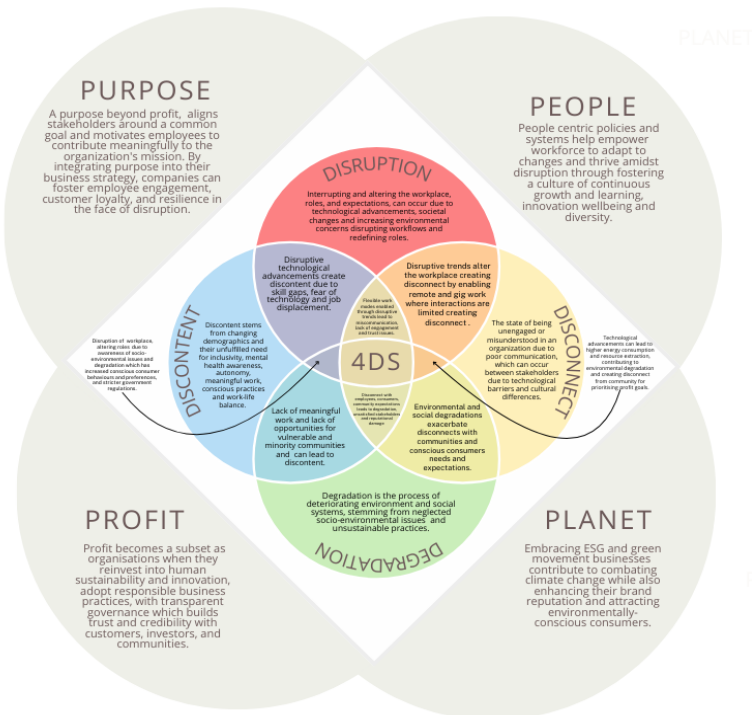


Figure 6.6 Generative Growth Model

6.2.2 Theme 2: Generative Organisations (GO)

RQ 2 seeks to understand how to navigate for the impact of FOW from an organisational perspective. A such, the initial a priori theme identified was that of Organisational Approaches, during the literature review stage in Chapter two that incorporated certain organisational traits such as that of absorptive capacity, adaptive capacity and generative capacity. These capacities enable organisations to continuously synchronise with the ever-changing landscape brought about by the FOW. The findings in Chapter Four further underscore the importance of developing this generative capability to navigate the complexities of a VUCA environment and such traits were validated by the interview responses and the subsequent NVivo analysis.

However, based on the findings from the NVivo analysis it has also become clear that these capacities cannot be a linear process as initially proposed by Castillo and Trinh, 2018. The traditional view posits that organisations generate ideas or innovations through a series of steps, where once an idea is generated, it moves through predetermined stages of development, implementation, and eventually market introduction. However, this linear perspective fails to capture the dynamic and interconnected nature of organisational capabilities. This is because absorptive, adaptive, and generative capacities should be seen as a circular process due to the interconnectedness of all the capacities and the ongoing, iterative nature of organisational learning and adaptation. Absorptive capacity, an organisation's ability to recognise the value of new information, assimilate it, and apply it to commercial ends feeds into adaptive capacity, which is the organisation's ability to adjust and modify strategies in response to changing external conditions or internal shifts. As the organisation adapts, it enhances its generative capacity, fostering the ability to create novel solutions or innovations based on the absorbed knowledge and adaptations (Teece, 2007). This generative capacity, in turn, strengthens the organisation's absorptive capacity by creating a feedback loop where new knowledge is continuously integrated into the organisational processes. Thus, the cycle of absorbing knowledge, adapting to changes, and generating new ideas creates a continuous loop of learning and innovation, essential for long-term sustainability and competitiveness. This circularity is particularly relevant in knowledge-intensive industries where the ability to continuously learn and innovate is critical for survival (Zahra & George, 2002). Figure 6.7 illustrates this circular model.

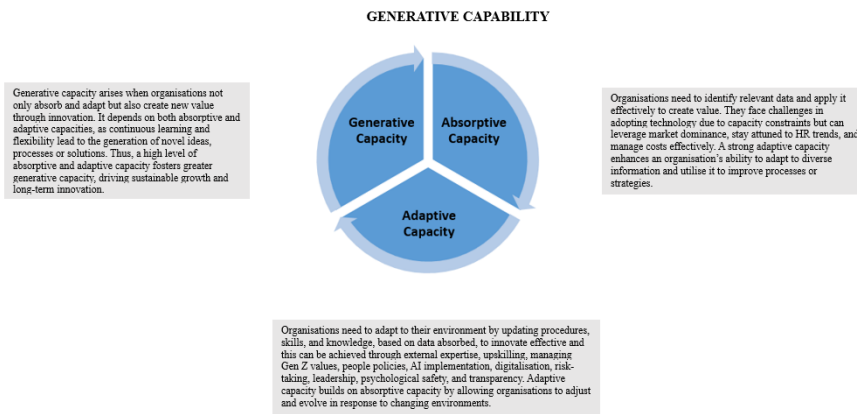


Figure 6.7 Generative capability process.

As such, an alternative theory to the linear process is proposed which is to argue that generative capability is that of a circular process as per above to consider the time horizon and the ripple effects of one capability on another in dynamic circumstances. As such, organisations that are then able to incorporate these three circulate generative capabilities are then identified as Generative Organisations (Theme 2). Applying the key conceptual theories of emergence and generativity to generative capability, this research has also developed an organisational maturity model to put forth a framework for identifying Generative Organisations (GOs) that are able to examine the relationship between the complexity FOW environments and generativity in order to future-proof against the impact of FOW. In Chapter Two, the need for organisations to be both agile and sustainable when responding to FOW was highlighted. Agility enables organisations to respond promptly to emerging opportunities and challenges, while sustainability ensures that these responses are aligned with long-term objectives and do not compromise the organisation's ability to thrive in the future. By applying the concept of generativity, this research was able to encapsulate both agility and sustainability to enable organisations to continually generate value and adapt to changing circumstances while ensuring the continuous generation of solutions for long term resilience. By being both agile and sustainable, organisations can enhance generative capabilities (absorptive, adaptive and generative) over time, thus embodying the essence of generativity in today's dynamic business environment while allowing them to pivot and adjust their strategies and operations in response to changing circumstances and better equip themselves to anticipate and respond to the emerging challenges. Figure 6.8 captures the model below.

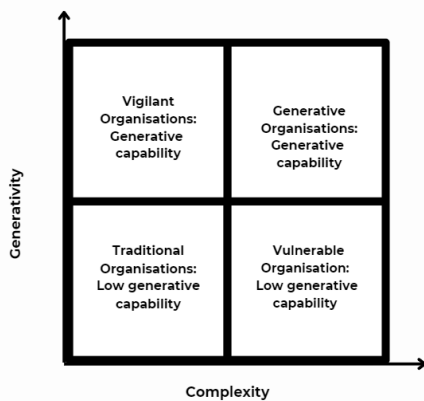


Figure 6.8 Generative Organisations model

In the above matrix, the axes of "complexity" and "generativity" stem from an in-depth analysis of what organisations require strategically as they navigate the Future of Work (FOW), a theme that has been explored in the previous discussion on Generative Growth above. These axes are pivotal for decoding and managing the dynamic interactions that characterise today's organisational environments, increasingly shaped by swift technological advancements, demographic shifts, and evolving market dynamics (Al-Famyi et al., 2014; Munteanu et al., 2020; Bundtzen & Hinrichs, 2021; Santana & Cobo, 2020).

The "complexity" axis underscores the diverse challenges organisations encounter within FOW's ambiguous and complex environment, mirroring the intricate interplay among economic shifts, technological progress, and cultural changes. This axis also serves as a tool for organisations to categorise their strategic approaches, helping distinguish between situations that call for straightforward tweaks and those that demand extensive, transformative strategies (Steinbruner, 2002). On the other hand, the "generativity" axis reflects an organisation's capability to innovate, evolve, and continuously create value—qualities that are tightly linked to being agile and sustainable (AlAbri et al., 2022; Hansen et al., 2019). This axis is crucial as it captures the organisation's ability to proactively forge solutions that not only meet current needs but also pre-emptively address future changes, thereby boosting organisational agility and responsiveness (Read et al., 2009). Together, these axes construct a strategic framework that

guides organisations from managing simple, predictable scenarios to excelling in complex, dynamic contexts through innovative and adaptive strategies.

Based on these findings, the significance of each quadrant of the matrix has been outlined in the following section.

(1) High generativity, Low complexity (Vigilant Organisations)

In this quadrant, the vigilant organisation is able to exhibit generativity regardless of the low complexity. Organisations in low complexity environments can quickly adapt and focus on growth and innovation by utilising their generative capabilities. They thrive on creativity and have streamlined processes that allow for quick development and implementation. These organisations often have a culture that encourages experimentation and rapid iteration, enabling them to bring new concepts to market swiftly. However, constantly exploring new possibilities can lead to instability without proper management. Despite this challenge, relying on natural generativity can lead to sustainable growth and innovation as an inherent part of the organisational culture. This eliminates the need for disruptive tactics to stay competitive.

(2) Low generativity, Low complexity (Traditional Organisation)

In this quadrant, the traditional organisation lacks generativity and is operating in a less complex environment. The organisation may maintain stability and routine operations but may also lack innovation and creativity. The organisation often operates within static or predictable contexts where complexity is minimal. It operates without considering the long-term implications of its actions on the environment, society, or governance practices. Additionally, it struggles to adapt to the emerging complexities of their VUCA environments as a result they fail to capitalise on new opportunities. Their actions fail to emerge from a systemic understanding of sustainability principles, leaving them well-prepared to navigate complex and changing landscapes.

(3) High complexity, Low generativity (Vulnerable Organisations)

This quadrant represents vulnerable organisations that practice low generativity but operate in complex environments. These organisations find themselves in worse situations than those with low generativity and low complexity as they are at higher risks of becoming obsolete first. They may find themselves holding on to legacy processes and policies, unable to adapt to new circumstances. Practising a business-as-usual mindset in

fast-paced and disruptive environments will see these companies exposed to financial, consumer, product and technology risks amongst others as they are unable to meet evolving industry, and client needs as well agile processes and the rapid adoption of technology. Their workforce may also be faced with obsolescence without rapid upskilling and reskilling.

(4) High generativity, High complexity (Generative Organisations)

In this quadrant, the generative future-proofed organisation demonstrates generativity in a highly complex environment. It actively integrates sustainability principles into its operations, considering environmental, social, and governance (ESG) factors in decision-making processes. Simultaneously, the organisation is capable of swiftly adapting to FOW characterised by VUCA, where there are rapid developments in technological advancements or shifts in consumer preferences. Their actions emerge from a systemic understanding of sustainability, enabling them to navigate complexities effectively and capitalise on emerging opportunities. As a result, they not only thrive in dynamic environments but also contribute positively to broader societal and environmental wellbeing, embodying the principles of emergence theory in practice.

As evident through my research and analysis, this research has found those situated in the quadrant of high agility and high sustainability embody the principles of generativity and complexity, demonstrating their ability to navigate ambiguous and dynamic environments. Such GOs create and innovate continuously and embrace generative thinking to foster innovation and adaptability to adapt to changing circumstances and leverage opportunities for growth. By leveraging on emergence theory which posits that complex systems give rise to unexpected outcomes through interactions among their components, GOs can better understand the interconnectedness of variables and anticipate emergent patterns, developing agility, resilience, and sustainability to address inherent ambiguities and complexities posed by the impact of FOW to position themselves for success in the modern business landscape.

6.2.3 Theme 3: Generative Human Resource Management

Theme 3 evolved in response to the RQ3: How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation's goals? The initial priori theme identified was that of HRM Solutions and in Chapter Four, six HRM themes based on the thematic analysis of the literature on StHRM and SuHRM were identified: Strategy and Foresight, Organisational Design, Processes and Policies, Leadership and Culture, Change Management, and Organisational Learning and Growth. Further validation of these themes through interview responses revealed that these navigational elements can be either effective or ineffective in the context of FOW and the findings listed. Cluster analysis performed through NVivo also demonstrated and confirmed the interconnection and overlap between navigational themes, proving that StHRM and SuHRM principles can be complementary, each enhancing the other's objectives.

This being the case, this research proposes an alternative HRM framework that is able to combine both StHRM and SHRM elements to navigate FOW, that of Generative HRM (GHRM). Leveraging on the symbiotic relationship between both StHRM and SuHRM, GHRM incorporates both agility and sustainability as key principles within it, demonstrating how generativity can include both strategic and sustainable HRM approaches to revitalise HR practices in the context of FOW as detailed in Table 6.3 below. As such, GHRM can be defined as HRM practices that are both agile enough to generate solutions for complex situations while continuously seeking to create long terms sustainable solutions.

Table 6.3 StHRM and SuHRM overlaps in navigation

Navigation	StHRM	SuHRM	Overlap	Generative HRM
Strategy and foresight	Aligning HR strategies with the organisation's goals and objectives ensures the effective utilisation of human capital to respond to issues as they emerge to gain competitive advantage and profitability.	Aligns HR practices with sustainability goals, ensuring that the workforce supports environmentally and socially responsible practices.	Both StHRM and SuHRM aim to ensure the organisation's resilience and long-term survivability. The business continuity aspect of StHRM aligns with the sustainability aspect of SuHRM, as both emphasise the importance of enduring and adapting to changes in the business environment. Generativity not only harmonises the strengths of StHRM and SuHRM but also effectively navigates the tension between long and short-term strategies, mitigating ineffective practices, enabling organisations to foresee future challenges, adapt swiftly, and cultivate a culture of innovation and continuous improvement.	Generative HRM combines the strengths of StHRM and SuHRM to ensure the organisation's resilience and long-term survivability.
Organisation Design	Designing organisational structures and systems that support the achievement of strategic objectives and facilitate agility and innovation.	Designing structures that promote employee wellbeing, diversity, equity, and inclusion, as well as environmental sustainability practices within the organisation.	The principles of SuHRM in structures and systems can enable the engagement and innovation goals of StHRM. By fostering a culture of sustainability and social responsibility, SuHRM can inspire employee engagement and innovative thinking, essential for achieving strategic objectives in StHRM.	Generative HRM merges both HRMs and offers a holistic approach to organisational effectiveness by integrating SuHRM's focus on sustainability and social responsibility with StHRM's emphasis on engagement and innovation.
Policies And Processes	Developing HR policies and processes that support the organisation's strategic priorities and enhance efficiency and effectiveness. Policies to attract and retain talent in a competitive market by ensuring competitive pay and benefits.	Implementing policies and processes that promote ethical behaviour, social responsibility, environmental stewardship, and long-term organisational sustainability by enhancing diversity and inclusion through recruitment, development, and retention.	Both HRMs focus on policies that help in attracting and retaining talent, recognizing that a competitive market requires innovation and diverse perspectives. Policies supporting work-life balance, flexibility, and employee wellness, common in SuHRM, can also help address employee preferences and contribute to talent retention efforts supported by StHRM.	Generative HRM combined StHRM and SuHRM to develop effective policies and processes that address talent retention challenges and ineffective practices.

Leadership and Culture	Developing leadership capabilities that drive strategic initiatives, foster innovation, and promote a high-performance culture to gain productivity, and profitability.	Leadership behaviours that prioritise ethical decision-making, social responsibility, diversity, inclusion, and environmental sustainability by integrating sustainability principles in business practices, fostering a diverse and inclusive work environment and embedding CSR in organisational culture.	The goals of StHRM to promote adaptability and innovation require aspects of SuHRM that foster diversity, a learning culture, and support employee-driven career development to enable it. Additionally, both HRMs advocate for leadership and cultures that promote these qualities, which are essential for fostering an environment where employees can thrive and contribute to organisational success, regardless of whether the focus is on strategic objectives or sustainability goals.	Generative HRM merges StHRM's focus on adaptability and innovation with SuHRM's emphasis on diversity, learning culture, and employee-driven career development to foster effective leadership and culture.
Change management and innovative practices	Managing organisational change initiatives to ensure alignment with strategic objectives and enhance organisational agility and competitiveness.	Promoting innovation and continuous improvement that leads to environmentally friendly practices, social innovation, and ethical business practices.	The adoption of SuHRM trends often requires innovation and change management efforts. StHRM principles provide the funding and agility necessary to adopt and sustain these trends.	Generative HRM combines StHRM's funding and agility with SuHRM's innovation to effectively manage change. This integration enables organisations to adopt and sustain SuHRM trends, addressing ineffective practices and ensuring successful implementation.
Growth and learning	Investing in employee learning and development to build the skills and capabilities needed to achieve strategic goals and drive organisational innovation and performance.	Providing learning and development opportunities that foster a culture of sustainability, promote environmental awareness, and build capacity for responsible business practices.	SuHRM fosters growth and learning, while StHRM supplements this growth with the resources and agility needed to support innovative initiatives.	Generative HRM harnesses SuHRM's emphasis on growth and learning, complemented by StHRM's resources and agility, to drive effective organisational learning and growth.

Current studies (Kramar, 2022; Mariappanadar, 2019) propose that Sustainable HRM represents an evolution of Strategic HRM, implying a linear transformation. However, the analysis in Chapter Four affirms the overlaps between Strategic and Sustainable HRM paradigms, suggesting their synthesis to create Generative HRM. This is supported by recent research by Collings et al. (2021), Schultz (2021), and Chandrasekaran (2021) who also emphasised the strategic importance of aligning HRM practices with global business objectives to enhance organisational agility while Dabić et al. (2023) provide evidence that innovative HRM practices contribute significantly to fostering an adaptive and resilient workforce. Insights from Chandrasekaran (2021) and Singh et al. (2022) both further discuss the integration of technology in HRM processes, which is pivotal for developing responsive HR systems that can quickly adapt to changing market demands while studies by Flores, Xu, & Lu (2020) along with Mikołajczyk (2022) explore the implications of HRM in innovation and knowledge transfer across different industries, suggesting that strategic HRM is crucial for facilitating organisational learning and continuous improvement and a sustainable workforce. Ren & Jackson et al. (2020), along with Davidescu et al. (2020), and Minbaeva (2021) have also explored the impacts of cultural variations on HRM effectiveness, further underscoring the necessity for HRM frameworks that are adaptable to diverse organisational contexts, aligning with the principles of GHRM which advocates for HRM policies that can navigate diverse environment and which are sensitive to cultural and regional differences, enhancing global applicability. Additionally, the findings by Davidescu et al. (2020) and Coke, Dickmann, & Parry (2022) highlight the critical role of HRM in navigating the complexities of international assignments and multicultural teams, a key component of managing a global workforce effectively.

This collective body of work supports the foundational principles of GHRM, which seeks to combine strategic and sustainable practices within HR frameworks. This research also proposed a GHRM matrix as illustrated in Figure 6.9. The horizontal axis is represented by complexity and an organisation's operational environment is deemed complex when it encompasses three elements. Firstly, it involves significant interconnectedness among multiple individuals participating in decision-making processes. Secondly, it entails competing values that require making trade-offs, where obtaining one value comes at the expense of another. Thirdly, it includes high uncertainty, characterised by imperfect alignment between information and the environment (Steinbruner, 2002). The vertical axis is represented by growth, whereby growth refers to the expansion or development of an organisation over time, typically characterised by increases in size, resources, capabilities, market share or revenue (Robbins et al., 2017).

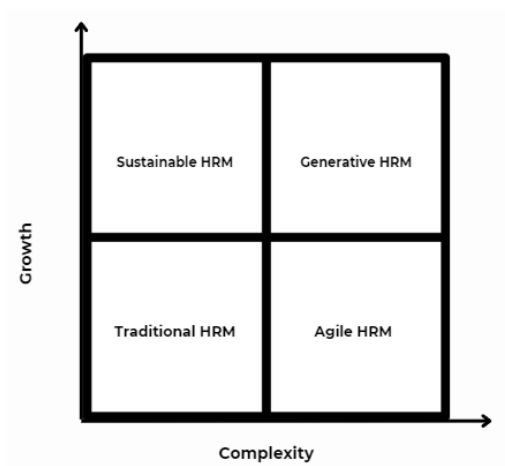


Figure 6.9 Growth and complexity

This being the case, four different types of HRM frameworks have been identified when navigating the complexity of FOW.

(1) Sustainable HRM (High Growth, Low Complexity)

This quadrant has high growth and low complexity which represents Sustainable HRM. Sustainable HRM refers to the implementation of HRM strategies and practices that facilitate the attainment of financial, social, and environmental objectives but does not consider the complexities of FOW. The efforts put forth have an influence both within and beyond the organisation and are geared towards long-term outcomes while mitigating unintended repercussions and adverse responses (Ehnert et al., 2016). It emphasises stability and continuity in human resource practices. In this quadrant, organisations focus on maintaining a steady pace of growth while keeping operations relatively simple and straightforward. Companies in this quadrant prioritise efficiency, reliability, and consistency in their HR processes. They aim to foster a work environment that ensures long-term success and sustainability without overly complex strategies or rapid expansion (Wikhamn, 2019).

(2) Traditional HRM (Low Growth, Low Complexity)

This quadrant has low growth and low complexity which represents Traditional HRM. This is because organisations in this quadrant operate in stable or declining markets

with relatively simple HR needs. Traditional HRM focuses on basic administrative tasks such as payroll, benefits administration, and compliance (Guy & Killingsworth, 2007). Companies in this quadrant prioritise maintaining stability and cost-efficiency in their HR operations. While they may not experience significant growth or face complex challenges, they aim to ensure compliance with regulations and provide essential support to employees. Traditional HRM evolves to strategic HRM which involves aligning human resource strategies with business strategies.

(3) Agile HRM (Low Growth, High Complexity)

This quadrant has low growth and high complexity which represents Agile HRM. Agile HR is known to offer significant benefits in speed and adaptability to address rapid changes. It supports quick decision making and execution of strategies enabling organisations to make the most by capturing new opportunities, leveraging growing market needs. However, agile HRM does not necessarily prioritise long term sustainable growth in its pursuit of agility and adaptability. Hence, it is less conducive to high growth but is able to navigate highly complex environments.

(4) Generative HRM (High Growth, High Complexity)

This quadrant has high growth and high complexity which represents Generative HRM. It represents organisations experiencing rapid growth and facing complex challenges. Generative HRM involves innovative and adaptive approaches to human resource management to keep up with the dynamic nature of the business environment. Companies in this quadrant prioritise creativity, agility, and flexibility in their HR practices. They continuously explore new ideas, experiment with different strategies, and embrace change to drive growth and competitive advantage.

6.2.4. Theme 4: Generative Leadership

To address RQ4, Generative Leadership (GL) had been identified as a key theme and enabler in Chapter Two as generative leaders embrace novelty generation through experimentation (Goldstein et al., 2010) when navigating complex environments like FOW. This is supported by my findings in Chapter Four, where it was found that top-down models of leadership no longer work. On the other hand, generative leadership fosters an environment of innovation, learning, and empowerment, where leaders motivate employees to generate new ideas, experiment, and take calculated risks in the dynamic environment brought about by FOW. This approach creates a conducive environment for generativity as well where employees are encouraged and supported in enhancing their skills, creativity, and adaptability.

Generativity also leadership plays a pivotal role in facilitating the successful implementation of GHRM. By focusing on fostering innovation, cultivating a supportive organisational culture, and encouraging proactive problem-solving, generative leadership creates an environment conducive to both sustainable and strategic HR practices. This is supported by Macaux (2012) who mentioned that generative leadership entails a leadership style that is centred on producing fresh opportunities, innovation and supporting the progress of individuals and organisations alike. It also aligns with Alfiridi et al. (2023) who defined GL as the aspects of leadership that nurture innovation, organisational harmony and high performance over time. Research findings reinforced the principles of GL by highlighting the ability of generative leaders to take risks and foster creativity, adopt a systems thinking approach, appreciate diversity, inspire and lead change, nurture interpersonal relationships, base leadership and management decisions on evidence, reframe perspectives, and achieving goals with a sense of fulfilment (Joanne, 2009).

Data analysis in Chapter Four also identified generative leadership traits required by leadership in organisations to enable generative HRM as discussed above. NVivo analysis conducted in Chapter Four was done to categorise the identified generative leadership traits into clusters. Based on this analysis, it was then concluded that the generative leadership traits represented the categories of Leading self, Leading people and Leading organisation. These traits align with the work of Castillo & Trinh (2019) where generative leaders are described as possessing vision, creativity and an open-minded approach. They can spark inspiration and drive others to move to new heights and exploit risks. They nurture an impression that promotes

experimentation, learning and ongoing commitment to improvement. As analysed in Chapter Four, leaders who exhibit generative traits prioritise open communication, encourage employee participation in decision-making processes, and demonstrate a genuine concern for employee wellbeing. This supportive culture creates a sense of belonging and commitment among employees, which is essential for the successful implementation of generative HRM initiatives that rely on employee engagement and collaboration to drive sustainable outcomes. Through these traits, this research proposed that leaders can help organisations to effectively navigate the tensions of GHRM as shown in Figure 5.10. Effectively implementing a GL style involves adopting a mindset rooted in specific assumptions about organisations and the processes of the organisation (Joshi, 2020).

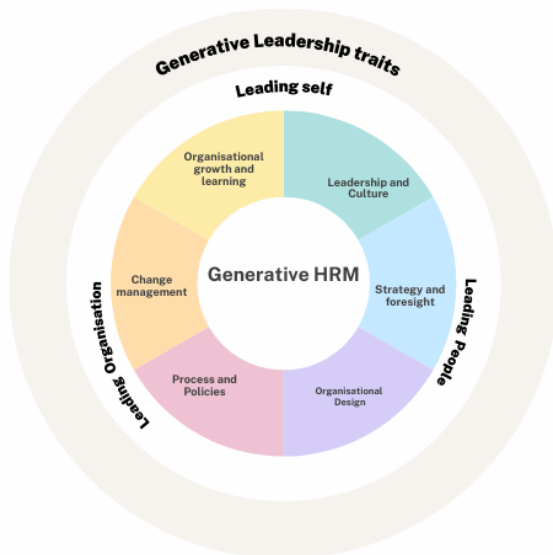


Figure 6.10. GL Traits in Enabling GHRM

Based on research findings in Chapter Four, it is also proposed that GL can also help drive generative capability as illustrated in Figure 6.11. GL helps to achieve a preferred future through the development of generative capability. This approach fosters organisational fitness by maintaining flexibility to accommodate changing conditions (Todorova & Durisin, 2007). A generative approach also fosters interdependence, and this enables an organisation to both adapt and sustain its identity over time.

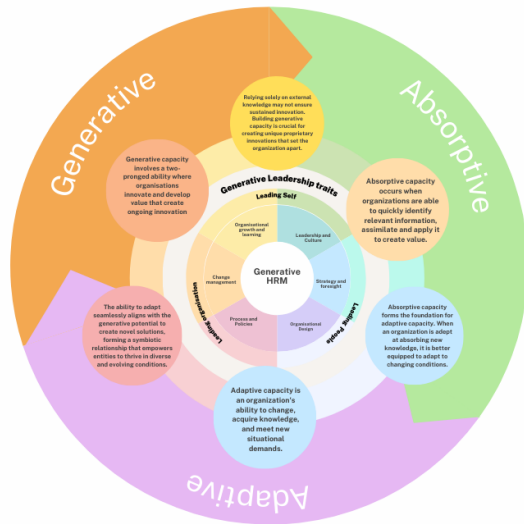


Figure 6.11. Generative leadership as an enabler of Generative Capability

Table 6.4 links the findings from Chapter Four shows the interconnection between generative capability's three capacities and GL, demonstrating how GL can enable generative organisations.

Table 6.4 Applying generative leadership to generative capability.

Leadership Traits	Generative capability capacities
Visionary thinking, Strategic thinking,	<p>Absorption Strategy & Foresight inform the absorption phase of the generative capacity cycle by providing the vision and context for learning and innovation. Leaders develop strategies that prioritise learning, experimentation, and adaptability to ensure the organisation can thrive in the future</p>
Analytical skills	<p>Adaption These processes and policies support the adaptation phase of the generative capacity cycle. They provide frameworks for acquiring new knowledge and for integrating that knowledge into the organisation's practices so they can be designed to be flexible enough to accommodate experimentation and innovation.</p>
Strategic thinking, Adaptability, Communication	<p>Adaption In the adaptation phase of the generative capacity cycle, Organisational Design plays a crucial role in enabling flexibility and agility. Leaders design organisational structures and processes that facilitate learning, collaboration, and innovation, allowing the organisation to adapt quickly to changing circumstances.</p>
Communication, Adaptability, Empathy	<p>Adaption Leaders use change management principles and practices to facilitate the adoption of new ideas, processes, and behaviours within the organisation, ensuring that innovations are successfully implemented and integrated into the organisational culture.</p>
Learning agility, Innovation, Adaptability	<p>Adaptation, absorption and Generation Leaders promote a culture of learning and innovation, invest in employee development, and create systems for capturing and sharing knowledge. This ongoing focus on growth and learning ensures that the organisation can continually absorb, adapt, and generate new ideas and insights to stay competitive and resilient.</p>

6.2.5. GENERATIVE SUSTAINABILITY

In light of the findings in Chapter Four and the preceding discussion on the 4 key themes above, this research has amalgamated the findings and the subsequent models, frameworks and theories and has included a visual representation within the theoretical frameworks as per figure 6.12 below.

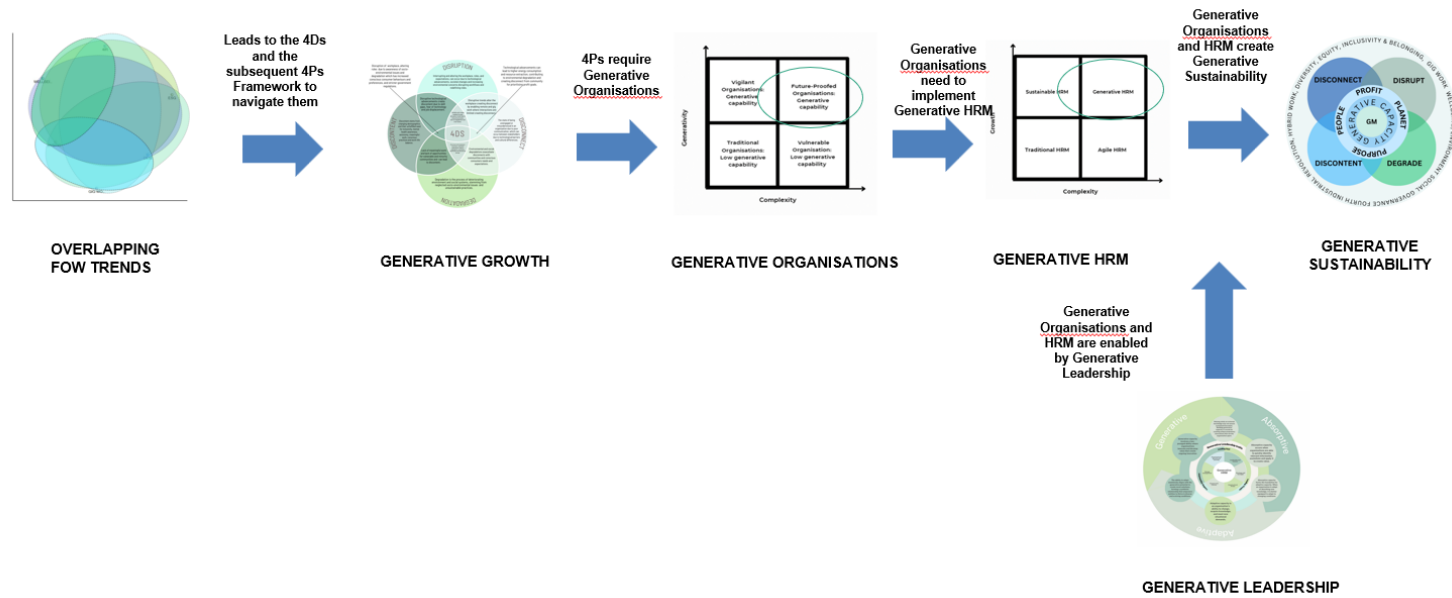


Figure 6.12 Proposed Generative HRM Framework

For RQ1 which focused on the impact of the FOW, Theme One in the form of “FOW Trends” was identified utilising systems thinking to provides a comprehensive view of interconnected components and overlaps between the trends resulting in the 4Ds. Subsequently, RQ2 focused on the navigating the impact of FOW through Theme Two which is that of the 4Ps Framework that resulted in “Generative Growth”, leveraging on growth theory, traditionally focusing on economic expansion, can be expanded to account for sustainable and adaptive growth. This has also led to the development of the “Generative Organisations” matrix which focuses on identifying how organisations can leverage upon generative capability to future-proof. RQ3 aimed to address how organisations draw on StHRM and SuHRM to achieve their goals culminated in Theme Three which is that of “Generative HRM” while RQ4 aimed to address the role of generative leadership in supporting Generative HRM initiatives in the organisation. This is supported by the implementation of generativity. Together, these theories form a unified framework that promotes sustainable development, adaptability, and long-term resilience and brings us to our final theme, Theme 5, that of Generative Sustainability (GS) as captured in Figure 5.12) below.

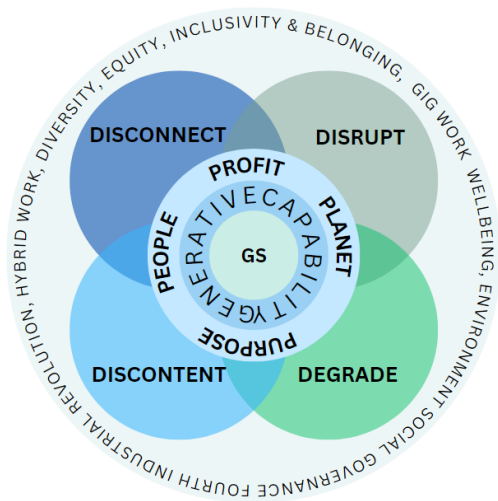


Figure 6.13 Proposed Generative Sustainability Model

At the heart of this onion model sits the organisation’s generative capability, that of absorptive, adaptive and generative capacity. The next layer builds on the 4Ps Framework which integrates the triple bottom line with common good HRM to shift organisational focus from narrow shareholder profit to broader stakeholder value to manage the 4Ds brought about by the key FOW trends,

to enable organisations to achieve holistic and sustainable outcomes. This is followed by the external later of the model that encompasses a GHRM model covering key themes such as strategy and foresight, organisational design, policies and processes, leadership and culture, change management, and organisational learning and growth (Collings et al., 2021; Schultz, 2021; Chandrasekaran, 2021; Dabić et al., 2023).

Therefore, by applying the concepts of systems thinking, emergence theory, generativity, and growth theory, this research has addressed these issues and developed the GS model that synthesises elements of both sustainable and strategic HRM which generative leadership styles and traits can enable. GS allows organisations to conceptualise the impact of FOW on their organisations and to develop robust strategies that align with the dynamic requirements of modern markets and the evolving nature of work.

6.3 CONTRIBUTIONS

This section details the significant impact of the current research, showcasing how the proposed framework not only meets immediate organisational demands but also resonates with wider societal and environmental imperatives.

6.3.1 Academic Contributions

This research enriches the dialogue in, areas often glossed over in FOW discussions. It introduces a Generative Sustainability model that includes the various key themes such as Generative Growth (GG) and Generative HRM (GHRM) that merges insights from both StHRM and SuHRM, providing a broader perspective and adding to the sparse literature on FOW navigation. In addition to that this research also highlights the role of GHRM enablers. Specifically, GL requires leaders to develop traits such as vision, creativity, resilience, and empathy. These traits enable transformative changes and foster a generative capability within organisations (McCauley, Palus, Drath, & Hughes, 2009; Uhl-Bien & Arena, 2017). Below is an expansion of these contributions aligned with the research questions posed in Chapter Two.

6.3.1.1. Generative Growth

i. Identifying the impact and importance of the FOW

The impact of the FOW introduces ambiguity in defining, understanding and navigating new themes, leading to tensions and measurement challenges as organisations often prioritise short-term, profit centred goals. To mitigate this, this research recommends an adaptation of Growth Theory to

address the conflict between the 4Ps and validating their need for co-existence through Generative Growth (GG). GG underscores the importance of aligning organisational goals with socio-ecological priorities to address tensions between profit motives and broader social and environmental impacts. By embedding growth theory with a focus on generativity, this research proposed a more holistic approach that responds to evolving socio-ecological challenges, thus revised Edwards' growth model (2021) that was initially introduced in the literature review.

6.3.1.2. Generative Organisations

This contribution also focuses on how Generative Organisations can navigate the FOW, aligning with the second research question and outlining the key elements proposed in the generative framework. Existing frameworks, like different organisational matrixes are able to provide tools for assessing growth, but they often overlook the dynamic nature of these tensions. This research contributes to this discussion by suggesting that these models be revised to incorporate generativity and complexity, allowing for continuous adaptation to emerging themes.

As such, within this research, GOs can be defined as organisations that are capable of continuously generating future-proofed solutions by incorporating the elements of generative capability, that of absorptive, adaptive capabilities, to better navigate FOW. This research also amends the current posited research on generative capability that depicts absorptive, adaptive and generative capability as a linear process (Zahra & George, 2002), and instead proposes generative capability as being circular in nature due to the interconnectedness and feedback loops that exists within generative capability's three elements.

6.3.1.3. Generative Human Resource Management

In response to FOW, this research has also contributed to a new form of HRM, that of Generative HRM (GHRM) to navigate the FOW. It is an expansion of the current debate in the domains of StHRM and SuHRM. GHRM synthesises these approaches, suggesting that generativity is useful to integrate the overlaps between StHRM and SuHRM, enhancing organisational agility and sustainability to thrive in the FOW. This perspective builds on the work of scholars like Ehnert et al. (2016) on SuHRM and the StHRM, positioning GHRM as an evolution that leverages generativity theory to foster a dynamic and adaptive approach that promotes innovation and continuous improvement while also sustaining the creation of resourceful and resilient work environments, enabling organisations to respond more effectively to change while prioritising both employee wellbeing and sustainable business practices. This integration allows for the development of practices

that not only align with long-term organisational goals but also adapt to evolving market and socio-environmental demands.

6.3.1.4. Generative Leadership to enable Generative Human Resource Management

The research has also examined the role of Generative Leadership (GL) in the successful implementation of GHRM, particularly the importance of leadership in driving successful HRM strategies in complex and dynamic environments (Ulrich, 2020). This research also expands on how GL is critical is conducive to continuous adaptation and innovation, enabling organisations to navigate FOW transitions more effectively. The findings also lay out the various traits as required by a GL.

a. Generative Leadership Traits

Leaders who emphasise these values encourage creative thinking, continuous growth, and a sense of ownership among team members and who create an environment where new ideas are welcomed, mistakes are viewed as learning opportunities, and where employees feel empowered to take initiative, are more effective when respond to changing market demands and drive long-term success. These GL traits are also supplemented by open communication and employee participation in decision making processes as well as a demonstration of a genuine concern for employee wellbeing which is essential for managing FOW transitions. By fostering an inclusive environment where employees feel valued and heard, GL empowers teams to adapt to changes with greater resilience and creativity, boosting morale but also enhancing collaboration, driving innovation and ensuring that organisational goals align with the evolving needs of the workforce. In turn, this helps organisations remain competitive and responsive in a rapidly changing work landscape. As such this research adds to the current research already in existence such as those of employee and engagement and its role in driving sustainable business (Chandrasekaran, 2021; Ren, Tang & Jackson, 2020; Schultz, 2021).

6.3.1.5 Generative Sustainability

Generative Sustainability integrates all the models and theories identified and discussed in the earlier chapters and introduces a new model that supports organisations in the conceptualisation of the impact and navigation of the FOW. It encapsulates the various means to navigate the impact of FOW through Generativity Organisations and Generative HRM, while applying key conceptual theories to the model to arbitrate the tensions that exists. This adds to the work of different scholars who have who have attempted to propose more sophisticated and context-sensitive understanding of

the connection between HRM practices and their intended consequences in relation to FOW needs (Collings et al., 2021); Schultz, 2021; Chandrasekaran, 2021). It emphasises the strategic importance of aligning organisational agility and sustainability and generative HRM practices (Dabić et al. (2023) to foster a more adaptive and resilient organisation and workforce.

6.3.2 Industry Contributions

Implementing my framework can elevate a nation's economic status to that of a high-income country through FOW policies such as upskilling and reskilling. These strategies help mitigate turnover, and brain drain, enhancing productivity and performance at individual and collective levels, thus empowering a resilient, adaptive workforce ready to meet the evolving demands of the industry.

6.3.3 Environmental Contributions

My research champions the integration of Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) policies in organisations, promoting sustainable practices. Initiatives like Green HRM are crucial, assisting organisations in fulfilling their environmental duties while ensuring their long-term viability.

6.3.4 Social Contributions

This research paves the way for a shift in Sustainable HRM practices, urging a move from purely profit-driven decisions to those valuing sustainable impacts and contributions to both individual and collective wellbeing. It emphasises social sustainability, encouraging the private sector to transcend traditional economic objectives and rigorously assess both the positive and negative societal impacts of their HRM policies.

6.3.5 Government Contributions

The proposed framework not only offers a strategic solution for navigating FOW challenges but also aligns with global efforts to achieve Sustainable Development Goals (SDGs) (Figure 6.14). This research recommends the adoption of this framework by the Malaysian government to support SDG achievements, integrating sustainability into corporate strategy and HRM practices. This approach is crucial for organisations preparing proactively for FOW, ensuring their participation in addressing climate change and social inequalities (Dyllick & Muff, 2016; United Nations, 2015). It also complements MADANI's objectives (GOAL17), which focus on nurturing human capital and preparing talents for future challenges, thereby bolstering Malaysia's role as "The ASEAN Hub" (KEGA 5: ASEAN Hub). Therefore, this framework is pivotal for weaving sustainability into both

corporate strategy and HRM practices, actively addressing FOW challenges and contributing to global efforts to mitigate climate change and reduce social inequalities.

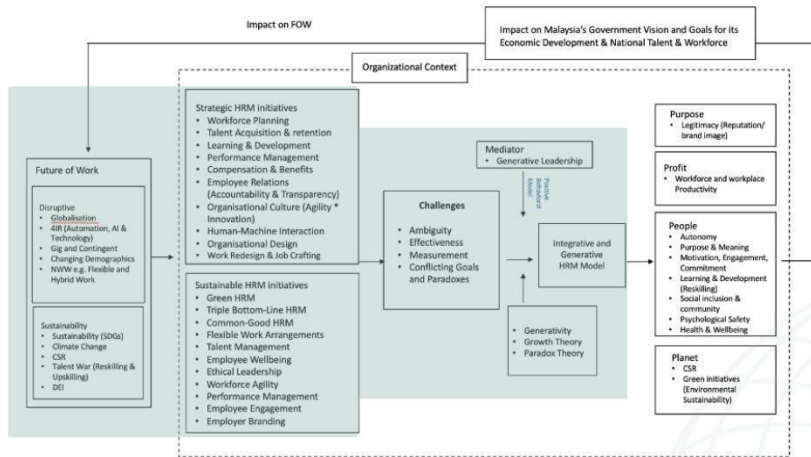


Figure 6.14. Impact on SDGs

6.4 LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This research provides a comprehensive framework that is applicable to organisations from any industry nonetheless there are some limitations that can help direct future research within the HRM of the FOW. These limitations are outlined below, and any future research directions are suggested accordingly.

6.4.1 Comparison with Existing Literature

This research builds upon existing literature on the FOW Strategic HRM (StHRM), and Sustainable HRM (SuHRM), nonetheless, it is important to acknowledge the scope of the comparison.

a. Limited scope of comparison:

Even though there has been an increase in the number of academic articles on the topic of FOW (Deloitte, 2017; Spencer, 2018; Stoepfgeshoff, 2018; World Economic Forum, 2016), however, there is still much scope for development as there is no clear definition of the term 'Future of Work'. Therefore, the comparison with existing literature may be constrained by the availability and accessibility of the relevant studies on FOW, Generativity, StHRM, and SuHRM. Despite efforts to review a diverse range of literature, there may be seminal works or emerging studies that were not included in the analysis. Consequently, the comparison may not fully capture the breadth and depth of existing research in the field. Future studies could examine a multitude of other alternative theories, such as those from organisational psychology and behaviour and the individual perspectives of the megatrends impact on personal need satisfaction and work motivation, influencing people's ability to adapt to uncertainty in the context of FOW (Gagné et al., 2022). By incorporating theories from psychological and motivational domains, researchers can enrich the theoretical foundations of HRM research. This expansion will not only generate new insights but also enhance my understanding of organisational adaptation and resilience in facing FOW challenges.

b. Theoretical Framework Variations

The literature on FOW, StHRM, and SuHRM is underpinned by diverse theoretical frameworks, which contribute to ongoing debates within the field (Boxall & Purcell, 2016; Ehnert et al., 2013). This diversity can lead to inconsistencies and contradictions in theoretical findings, posing challenges in reconciling various insights and conclusions. The existing disparities underscore the complexity of synthesising across studies, which may reflect differing priorities, contexts, or focal points within the broader discourse of human resource management and work futures.

6.4.2 Longitudinal Scope of Megatrends

The empirical validation of the proposed GHRM framework was thorough; However, following the concept of emergence theory new challenges will emerge as time goes by whether due to technological, social or environmental changes, thus longitudinal studies are essential to assess the effectiveness of the proposed solutions over time. Scholars like Itam and Warriar (2024) and Brasse, Förster, Hühn et al. (2024) emphasise the dynamic nature of FOW trends, which supports the need for ongoing research to monitor these changes.

6.4.3 Cultural and Contextual Scope

The research's focus on Malaysian organisations may limit the applicability of the proposed GHRM framework to other cultural and contextual settings although it does take into account literature review from international case studies as well as interview comments from interviewees working in MNCs. It is clear that GHRM frameworks do need to be adjusted to different cultural and regional settings to enhance global applicability. Future research could include conducting more empirical studies to identify generative HRM solutions in practice as well to examine the impact of different country and sector-based influences on developing generative solutions. Therefore, this highlights another dimension for future research as the findings from several studies, such as those by Bernandy et al. (2024), suggest that applying a singular HRM framework can vary significantly across cultures.

6.4.4 Qualitative Nature of the Research

The qualitative approach adopted in this research offers depth and richness in understanding the complexities of FOW and HRM practices. However, it also imposes limitations regarding the ability to quantitatively measure and analyse the proposed concepts and frameworks. Therefore, the integration of mixed methods approaches, as advocated by Creswell (2013), would complement the qualitative insights gained with quantitative validation, thereby enhancing the robustness of findings. It would also be useful to conduct quantitative studies to development measurement scales to identify the maturity levels of different organisations and HR departments that would fall into the various grids proposed in the Generative Organisation and Generative HRM frameworks.

6.4.5 Generalisability

Finally, expanding the participant base in future studies to include a broader range of organisational roles and types, particularly from SMEs, is crucial as recent research by Cera and

Subashi (2024) highlights the importance of capturing diverse perspectives to obtain a fuller picture of organisational dynamics and HRM effectiveness. By addressing these strategic recommendations and pursuing the recommended avenues for future research, more robust, adaptable, and responsive HRM solutions can be developed to manage the complexities of modern work environments, thereby making a significant empirical and theoretical contribution to the field of HRM in the FOW.

6.5 CONCLUSION

In conclusion, this chapter has demonstrated solutions for the research questions posed in chapter two pertaining the FOW ambiguities and inherent tensions encountered when utilising the 4Ps framework to navigate these complexities. To address these issues, theories such as systems thinking, emergence theory, generativity, and growth theory, which enable organisations to resolve ambiguities and focus simultaneously on stakeholder value and shareholder profit has been incorporated. Additionally, generativity was introduced as a means to effectively integrate strategic and sustainable HRM into a new HRM model, that of GHRM and the role of GL as an enabler was also discussed.

The GHRM framework holds the potential to future-proof organisations and contribute to Malaysia's achievement of the UN's Sustainable Development Goals, outlining key recommendations that offer practical applications and contributions for academia, industry, environment, society, and governments, while providing new insights into the FOW literature. This contribution is poised to guide future developments in organisational strategy and policy implementation, enhancing the adaptability and sustainability of organisations in the face of evolving global and economic challenges.

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APPENDIX

APPENDIX A

NOTTINGHAM UNIVERSITY BUSINESS SCHOOL
RESEARCH ETHICS REVIEW FORM – STAFF AND DOCTORAL RESEARCH

If you are a student, discuss this form with your supervisors and complete the ethics application online on the NUBS REC online system at https://apps.nottingham.edu.my/jw/lb/userview/research_ethics/research_ethics; fill up the online form carefully and submit all supporting documents.

Research ethics approval is required for every research project that involves human participants or their data, whether that project is externally funded or not. Research projects may not start without ethical approval.

Research Project Title:	[PhD] The Future of Work: A Generative Human Resource Framework
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Doctoral students should name their supervisors under "co-investigator" and add [PhD] before the project title.

Principal Investigator	Michele Adelene Sagan		
Co-Investigators (and affiliation)	Dr Maniam, Dr Mandy		
Project Funder(s)			
Project start/finish dates	September 2022 – June 2024	Date of Ethics Application	January 2024
Questions about the appropriate REC to review the application:			
Will the research involve recruitment of patients through the NHS (or its Malaysian equivalent) or the use of NHS data or premises and/or equipment?	Y	N	<input checked="" type="checkbox"/>
Does the research involve participants aged 16 or over who are unable to give informed consent? (e.g. people with learning disabilities)	Y	N	<input checked="" type="checkbox"/>

If the answer to either of these questions is 'yes', then you will need to seek approval through an NHS Research Ethics Committee (or its Malaysian equivalent) – the School Committee cannot review your project. Please consult the Health Research Authority at <https://www.hra.nhs.uk/approvals-amendments/> (or its Malaysian equivalent).

NUBS REC cannot approve projects which involve: the administration of drugs, placebos etc to research participants; tissue collection; the infliction of pain; or invasive, intrusive or harmful procedures. Please consult the Health Research Authority as above.

Questions about involvement of researchers from outside NUBS:			
Are colleagues from another school or institution involved in the research?	Y	N	<input checked="" type="checkbox"/>
If you are leading the project, does this application cover their involvement?	Y	N	<input checked="" type="checkbox"/>
If they are leading, have they obtained ethical approval for your involvement?	Y	N	<input type="checkbox"/>

If a project is led from outside NUBS, ethical approval by her institution will normally be accepted in lieu of a NUBS REC review. In such cases, please complete this page only and attach a letter confirming ethical review. Similarly, NUBS REC will normally be willing to write to external project partners to confirm that I have reviewed the project. It would be up to their respective institutions to decide whether to accept my review or to carry out their own – you should not assume agreement.

Please note that it is your responsibility to follow the University of Nottingham's Code of Practice on Ethical Standards and any relevant academic or professional guidelines in the conduct of your research. **This includes providing appropriate information sheets and consent forms and ensuring confidentiality in the storage and use of data.**

Any significant change in the question, design or conduct over the course of the research should be notified to the NUBS REC (nubs-rec@nottingham.edu.my) and may require a new application.



Brief summary of project goals:

The project aims to identify the key issues that will emerge when organisations seek to pursue StHRM and SuHRM's conflicting goals. It also aims to identify ways to manage such challenges and tensions. On top of this, the project aims to identify the enablers that are critical when selecting which HRM initiative to pursue. Ultimately, the project aims to develop an integrative and generative HRM model that draws from both StHRM and SuHRM to future-proof organisations in relation to the future of work.

Brief description of research methods to be employed:

The research will employ qualitative research method by collecting data through the use of semi-structured interview questions. The research will employ thematic analysis to identify themes from the data collected with the help of data analysis software.

Questions about consent	Y	N
Does the research involve vulnerable groups: children, those with cognitive impairment, or those in unequal power relationships (e.g. students)	Y	N ✓
Will the research require the co-operation of a gatekeeper for initial access to the groups or individuals to be recruited? (e.g. students at school, members of self-help group, residents of nursing home, employees)	Y	N ✓
Will it be necessary for participants to take part in the research without their knowledge and/or full informed consent at the time? (e.g. covert observation)?	Y	N ✓
Questions about confidentiality		
Will research involve the sharing of data or confidential information beyond the initial consent given? Will data collected be (or potentially be) used for any other purpose?	Y	N
Will the research involve administrative or secure data that requires permission from the appropriate authorities before use?	Y	N ✓
Will any payments, compensation, expenses, or incentives be offered to participants?	Y	N ✓
Questions about the potential for harm		
Will the research involve discussion of personal or sensitive topics (e.g. sexual activity, drug use, commercially or legally sensitive topics)?	Y	N ✓
Could the research induce psychological stress or anxiety or cause harm or negative consequences beyond the risks encountered in normal life?	Y	N ✓
Will the research involve prolonged or repetitive testing?	Y	N ✓
Is there a possibility that the safety of the researcher may be in question beyond everyday risks (e.g. in some international research in trouble spots)?	Y	N ✓
Location of the research		
Will any of the research take place outside the Malaysia?	Y	N ✓

If you have answered 'yes' to any of the questions above, please explain your reasons below, and any steps you will take to deal with the ethical issues raised. Please note that answering 'yes' will not in itself adversely affect the chances of approval. For guidance on completing this section of the form, please contact nubs-rec@nottingham.edu.my.

To what degree will individual research participants and organisations be anonymised in the research outputs? Please list any potentially identifying characteristics that you may wish to use. Please attach a copy of your participant information sheet and/or consent form (where appropriate) as annexes.

The individual research participants will not be asked any personal information beyond their age. The names of the research participants will be kept anonymous.

Read through the following documents:

NUBS REC

Documents in the Research Ethics folder on the programmes' Moodle landing page

University of Nottingham's Code of Research Conduct and Research Ethics

<https://www.nottingham.ac.uk/research/ethics-and-integrity>

ESRC Framework for Research Ethics

<https://esrc.ukri.org/funding/guidance-for-applicants/research-ethics/my-core-principles/>

Amended in May 2020 and on 15 February 2021.

APPENDIX B

Information for Research Participants

Thank you for agreeing to participate in the research project. Your participation in this research is voluntary, and you may change your mind about being involved in the research at any time, and without giving a reason.

This information sheet is designed to give you full details of the research project, its goals, the research team, the research funder, and what you will be asked to do as part of the research. If you have any questions that are not answered by this information sheet, please ask.

What is the research project called?

The Future of Work: A Generative Human Resource Framework

Who is carrying out the research?

The PhD candidate will be carrying out the research.

What is the research about?

The aim of this research is to examine how two different HRM streams, strategic HRM and sustainable HRM, both have a role to play in driving sustainable organisations and workforces.

What groups of people have been asked to take part, and why?

Senior leaders and HR managers from organisations integrating CSR, ESG and FOW into their organisations have been asked to take part in the research as it aligns with the objectives of the research.

What will research participants be asked to do?

The research participants will only be asked to answer the interview questions.

What will happen to the information I provide?

Information provided will be stored on a Google Drive with restricted access to only the principal investigator and the co-investigators. The information provided will be used to meet the objectives of the research through analysis with the use of direct quotes. Research participants will remain anonymous being referred to as P1, P2 etc.

What will be the outputs of the research?

The outputs of the research will be for the fulfilment of the Doctor of Philosophy program and peer reviewed publications.

Contact details.

Researcher: Michele Sagan, kadx4maa@nottingham.edu.my

Complaint procedure

If you wish to complain about the way in which the research is being conducted or have any concerns about the research then in the first instance please contact the *[Principal Investigator or supervisor]*.

Or contact the NUBS REC:

Research Ethics Committee

Nottingham University Business School

The University of Nottingham Malaysia Campus

Jalan Broga 43500 Semenyih

Selangor Darul Ehsan, Malaysia

Email: nubs-rec@nottingham.edu.my

APPENDIX C

Privacy Information for Research Participants – instructions for researchers

The General Data Protection Regulation (GDPR) becomes law on 25 May. I am required to inform every individual whose personal data I process exactly what I am doing with their data, the legal basis for it, who I share it with, how long it is kept for and what that individual's rights are with respect to the personal data that I hold. This information needs to be contained in a Privacy Notice, and must be provided to every individual whose personal data I use in research studies. A template, tailorable notice has been provided, and instructions on how to complete this are provided below.

Tips on ensuring research is GDPR compliant

1. At the planning stage

Is your research project large scale, or will it involve new technology or collection of information that hasn't been collected before? If so, a data protection impact assessment may be necessary. A procedure for this, and a template to follow are provided on the GDPR Workspace. This helps to fulfil the GDPR requirement of 'data protection by design and default' – where the privacy of individuals' data is the first thing that is considered and ensured before work is started.

2. As the project gets underway

Give your participants the template privacy notice sheet that has been provided, tailored to fit your research as detailed below. They will also need the generic privacy information from the University website – the link for this is provided at the top of the tailorable privacy notice but you will need to download this and provide it in another medium if a link is not accessible for your research participants.

If you are only receiving data from a third party and it would be impossible to contact those data subjects to inform them of what you are doing, you may not need to issue this notice, but you will need to document your decision not to do so.

If you do not need to complete an impact assessment, you will need to be clear what the legal basis is for processing the personal data you are analysing within your project. Guidance on this is given below in the stepwise instructions for completing the privacy notice.

What if my research has already gained ethical approval or is already underway?

If you have not completed the data collection in a research for which you have gained ethical approval, you must tailor a Privacy Notice to your project and give it to your research participants now.

Where do I get help for doing this?

Further guidance will be made available to colleagues as the Data Protection Bill becomes written into UK law. All queries in the meantime can be directed to the Information Compliance team at data-protection@nottingham.ac.uk.

3. During data collection and analysis

Follow the secure data handling standards policy (available on the GDPR Workspace) to ensure the data is adequately secure.

4. As the research nears completion

In addition to being kept securely, GDPR is clear that data should not be kept for longer than is necessary. If you need the project data in the future, or it is of value and should therefore be archived, then make provision for this and ensure you have a legal basis for continuing to keep any data. Otherwise, delete or anonymise it. Anonymous data doesn't fall under GDPR but it does need to be anonymous – no-one can be identifiable from the data itself and any key that might link the data back to an individual would have to have been destroyed.

Tailoring privacy notice for research participants

Please read these guidance notes alongside the privacy information that you will be tailoring for your research participants. Although they look daunting they have been designed to make this task as straightforward as possible.

Privacy Notice Sections:

Why I collect your personal data

Instruction given: **[enter specific purposes for which you are gathering and analysing data].**

Please give in layman's terms the objectives of the research and what will be done with this person's data within it. This doesn't need to be more than a sentence or two.

Legal basis for processing your personal data under GDPR

Instruction given: **[delete to single applicable basis (or main basis if there is more than one)].**

GDPR requires personal data to be processed 'lawfully', which means on the basis of 6 grounds specified in the regulation. The University is designated as a public authority under the GDPR, and this means that the majority of what I do with respect to research and teaching will fall under the legal basis of **Article 6(1e): processing is necessary for the performance of a task carried out in the public interest**. This is particularly the case where the research is publicly (for example research council) funded, and the outcomes will have a demonstrable public benefit. This will therefore be the legal basis for processing that you will use in the majority of case where research is being carried out.

If a task in the public interest is not applicable:

Article 6 (1b) processing is necessary for the performance of a contract - some research projects require participants to use or test equipment that they can then keep at the end of the project. In these and similar cases, agreements are entered into with the research participants around the project, which enables the contract formed to be used as the basis for processing that person's personal data.

Article 6 (1f) processing is necessary for the purposes of the legitimate interests pursued by the controller - this will apply if the research is privately (for example, industrially) funded and there is no demonstrable public interest in the outcome. If the research may still have a public benefit even if privately funded, it may still be appropriate to use the ground of a task in the public interest. The Information Compliance team (data-protection@nottingham.ac.uk) can help you with this if you are unsure which to use.

Article 6(1a) consent of the data subject – consent is applicable as a legal basis but should be avoided if possible. Consent must be as easily withdrawn as given and follow other stringent conditions under GDPR, which may mean that you can later lose collected data from research if this has been the legal basis for processing. Further detailed guidance on consent can be found on the GDPR Workspace. This is also distinct from ethical consent – it may be that you need to obtain ethical consent for your research, but that the legal basis on which you are processing individuals' data is different (and usually a task in the public interest).

Where the University receives your personal data from

Instruction given: **[only to be included if data is not obtained from participants; delete if not applicable].**

This section is not needed if you only receive any data directly from your research participants and can be removed. If you are analyzing data received from a third party, you need to specify who that data has come from and what you have received, as in, name, contact details, date of birth etc.

If you have **only** received individuals' personal data from a third party, and it would be impossible or require disproportionate effort to contact the individuals whose data it is, then the GDPR allows for a Privacy Notice **not** to be issued. If you are in this position, it is sensible to consider how difficult it would be to contact the owners of the personal data and document the decision made. Support for this can be obtained from the Information Compliance team (data-protection@nottingham.ac.uk).

Special category personal data

Instruction given: [delete this section if not applicable].

This section is only necessary if you are collecting 'special category' data or information about an individual's criminal convictions. Special category data is personal data revealing:

- racial or ethnic origin
- political opinions
- religious or philosophical beliefs, or trade union membership
- genetic data or biometric data for the purpose of uniquely identifying someone
- health information
- detail of a person's sex life or sexual orientation

If you are collecting data of this nature, you need to fulfil a legal basis for processing as given above **and** one of a further nine conditions that GDPR imposes. The three main ones for research here at the University will be:

- Article 9(2a) the data subject has given explicit consent to the processing
- Article 9(2e) processing relates to personal data which are manifestly made public by the data subject
- Article 9(2j) processing is necessary for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes

It can be difficult identifying which condition is most appropriate here, and the Information Compliance team can help you (data-protection@nottingham.ac.uk). It may be for data of this nature that the basis of consent is unavoidable in some cases, although j – processing is necessary for...scientific or historical research purposes may avoid this in many cases.

How I process your data

Instruction given: [delete this section if not applicable].

This section is only applicable if your research involves the subject having automated decisions made about them, including any profiling. If you are carrying out automated processing you just need to work through the highlighted instructions in this section, again the Information Compliance team can help you (data-protection@nottingham.ac.uk) if needed.

The remaining sections of the notice should just be worked through according to the instructions given in the highlights. If you need support with anything, please contact Information Compliance at data-protection@nottingham.ac.uk. Although it may be a little painful the first time, once you have tailored this information once it will become much easier next time.

APPENDIX D

Research participant privacy notice

Why I collect your personal data

I collect personal data under the terms of the University's Royal Charter in my capacity as a teaching and research body to advance education and learning. Specific purposes for data collection on this occasion are for PHD data collection.

Legal basis for processing your personal data (Personal Data Protection Act 2010, section 6.2.)

The legal basis for processing your personal data on this occasion is *consent of the data processing is necessary for the purposes of the legitimate interests pursued by the research team.*

How long I keep your data

The University may store your data for up to 25 years and for a period of no less than 7 years after the research project finishes. The researchers who gathered or processed the data may also store the data indefinitely and reuse it in future research. Measures to safeguard your stored data include encryption protocol, pseudonymisation procedure, anonymisation of data, etc.

Your rights as a data subject

You have the following rights in relation to your personal data processed by us:

Right to be informed

The University will ensure you have sufficient information to ensure that you are Well informed about how and why I are handling your personal data, and that you know how to enforce your rights.

Right of access / right to data portability

You have a right to see all the information the University holds about you. Where data is held electronically in a structured form, such as in a database, you have a right to receive that data in a common electronic format that allows you to supply that data to a third party - this is called "data portability".

To receive your information in a portable form, send an email your request to nubs-rec@nottingham.edu.my

Right of rectification

If I are holding data about you that is incorrect, you have the right to have it corrected.

Right to erasure

You can ask that I delete your data and where this is appropriate I will take reasonable steps to do so.

Right to restrict processing

If you think there is a problem with the accuracy of the data I hold about you, or I are using data about you unlawfully, you can request that any current processing is suspended until a resolution is agreed.

Right to object

You have a right to opt out of direct marketing.

You have a right to object to how I use your data if I do so on the basis of "legitimate interests" or "in the performance of a task in the public interest" or "exercise of official authority" (a privacy notice will clearly state to you if this is the case). Unless I can show a compelling case why my use of data is justified, I have to stop using your data in the way that you've objected to.

For direct marketing, there will be an opt-out provided at the point of receipt.

Rights related to automated decision making including profiling

I may use a computer program, system or neural network to make decisions about you (for example, everyone that is on a particular course gets sent a particular letter) or to profile you. You have the right to ask for a human being to intervene on your behalf or to check a decision.

Withdrawing consent

If I am relying on your consent to process your data, you may withdraw your consent at any time.

Exercising your rights, queries, and complaints

For more information on your rights, if you wish to exercise any right, for any queries you may have or if you wish to make a complaint, please email nubs-rec@nottingham.edu.my

Note: The collection of your personal data is carried out in accordance with the terms stated within (i) The University of Nottingham's Royal Charter, (ii) the UK's General Data Protection Regulation (GDPR), (iii) The Malaysian Personal Data Protection Act 2010 & (iv) the University's Code of Research Conduct and Research Ethics. These collectively spell out the legal basis for processing your personal data, your rights as a data subject as well as data sharing/management arrangements.

APPENDIX E



This template can be used by researchers to gain informed consent to conduct research that collects data from people using questionnaires, observations, interviews, diaries, focus groups, video recordings, etc. It pays particular attention to ensure that research data can be curated and made available for future use, as well as addressing all standard requirements of a consent form.

Note: For anonymous online surveys no signed consent is required. Rather the survey should start with the information normally included in the information sheet, followed by a (required) checkbox indicating that the subject has read and understood the provided information and agrees to complete the survey on that basis.

You must adapt this template to the requirements of your particular research, using the notes and suggestions provided.

Notes:

1. Black text forms the standard content of the consent form.
2. **Insert or delete specific information in the highlighted text.**
3. Text notes in square brackets, i.e., [], provide guidance only and are to be removed in the final consent form.
4. Blue text indicates optional statements to add.

**Nottingham University Business School
Participant Consent Form**

Name of Research: The Future of Work: A Generative Human Resource Framework

Name of Researcher(s): Michele Adelene Sagan

Name of Participant: P1

By signing this form I confirm that (please initial the appropriate boxes):	Initials
I have read and understood the Participant Information Sheet, or it has been read to me. I have been able to ask questions about the research and my questions have been answered to my satisfaction.	P1
I consent voluntarily to be a participant in this research and understand that I can refuse to answer questions and I can withdraw from the research at any time, without having to give a reason.	P1
Taking part in this research involves an interview that will be recorded using audio/video/written notes. Audio recordings will be transcribed as text, and subsequently destroyed.	P1
Personal information collected about me that can identify me, such as my name or where I live, will not be shared beyond the research team.	P1
My words can be quoted in publications, reports, job pages and other research outputs.	P1
I give permission for the de-identified (anonymised) data that I provide to be used for future research and learning.	P1

I agree to take part in the research

Name of Participant

Signature

Date

For participants unable to sign their name, mark the box instead of signing



I have witnessed the accurate reading of the consent form with the potential participant and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Name of Witness Signature Date
Michele Adelene Sagan _____
Researcher's name Signature Date
2 copies: 1 for the participant, 1 for the project file
APPENDIX F

INTERVIEW GUIDE: Semi-structured interview questions for industry leaders.

Dear Participant,

I appreciate you taking the time to participate in my PhD project interview. I have included a set of questions I intend to ask during my session along with the objectives I aim to achieve. I kindly request permission to record my conversation so I can accurately review your responses later. Your responses will remain confidential, with anonymity ensured by only reporting your work experience and industry.

The thesis aims to delve into the perspectives of HR professionals regarding the implications of the Future of Work (FOW) on their respective organisations, elucidating its profound significance. Additionally, it seeks to examine how HR professionals are assimilating FOW principles with sustainable Human Resource Management (HRM) practices within their organizational frameworks, delineating specific initiatives undertaken for this purpose. Moreover, it endeavours to pinpoint the challenges HR professionals face in implementing FOW and sustainable HRM policies, while also outlining the strategies they employ to effectively surmount these hurdles. Furthermore, the research aims to evaluate the pivotal role of leadership in cultivating support for FOW-oriented HRM initiatives within organizations, discerning its impact on successful integration and adaptation.

Section 1: Demographic information

1. Age: _____
2. Gender: _____
3. Current role: _____
4. Industry of organisation: _____
5. Organisation size (Number of employees in current organisation): _____
6. Headquarters: _____

Section 2: Impact and navigation of the FOW

RO1: Explore HR professionals' perceptions of the impact of Future of Work (FOW) on their organisations and the underlying significance.

RO2: Investigate the integration of FOW and sustainable Human Resource Management (HRM) practices by HR professionals within their organisations, outlining specific initiatives.

1. What is your understanding of 4IR, Gig work, remote and hybrid work, ESG and DEIB and what impact do these megatrends have on organisations?
Why is it important to understand the impact of the megatrends?

- How can organisations develop better awareness of the impact of these megatrends?

- How important is it for organisations to prepare for the future?
 - What is your understanding of generative capability and how can it drive sustainability in the workforce of organisations?
 - Is the ability to understand the environment, adapt to it and generate new solutions important to your organisation?
 - How does your organisation generate new ideas, new learning?
 - How do you innovate and build new solutions?
 - How important is this in driving a sustainable and resilient workforce?
2. How can HR professionals navigate the impact of FOW to ensure organisational success and sustainability?
- Why is navigating these megatrends important?
 - How do you navigate the megatrends in your organisation to ensure your organisation remains profitable and achieves its business goals?
 - Do you have policies to support ensure overall sustainability as Well in regard to your workforce as Well as ESG issues?
 - What kind of sustainability policies or initiatives do you have in place?

Section 2: Strategic HRM and Sustainable HRM

RO3: Identify the challenges encountered by HR professionals in implementing FOW and sustainable HRM policies, along with strategies employed to address these obstacles.

1. How can organisations draw on Strategic and Sustainable Human Resource Management to achieve their organisation’s goals and what are the key challenges they face?
- What kind of HR policies do you currently have in place to drive business success?
 - What kind of HR policies do you currently have in place to drive business sustainability, especially in regard to the people and the planet?
 - Do tensions exist between wanting to drive profit and supporting people policies?
 - What tensions, if any, exist between driving ESG or sustainability policies and profit?
 - Does your organisation have a clear purpose?
 - Why is organisational purpose important?
 - How does purpose drive organisational goals?

Section 3: Leadership in the FOW

RO4: Assess the role of leadership in fostering support for FOW-oriented HRM initiatives within organisations.

1. What role does leadership play in HRM initiatives or practices in the organisation?
- What kind of leadership do you believe that an organisation needs in order to navigate the key megatrends currently impacting organisations?
 - Why is it important for leadership to continuously generate solutions for the sustainability of future generations?

- How do you ensure the leadership is able to support the resilience and sustainability of your organisation and you?

