

## The Impact of Leadership on Human Resources Management Practices in the Organization

Egbuta, Olive U<sup>1</sup>. (PhD)

### Abstract

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Leadership is a relevant concept in various aspects of the society including business, academics, family, community, religious and politics up to national level and indeed international levels. It is said to be a major determinant of success of a group, business organization and even the entire country and therefore is the most important factor in society since it is seen as the life-wire on which any organization hangs on for effective performance. Leadership plays a very important role in the Human Resources Management practices of any organization. Transformational leaders in HRM inspire followers to accomplish more by influencing the followers to align their values with the values of the organization. This paper concludes that leadership is central determining the tone, culture and performance of the organization and also accounts for achieving organizational objectives since the Human Resources is the most valuable asset of every business organization

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**Keywords:** Leadership, Transformational, Organizational Performance, Organizational culture

### 1.0 Introduction

There have been a lot of discussions and debates regarding the position and the role of the leaders in an institution, community and nation but no matter what side of the divide one finds oneself the importance of leadership in an organization cannot be over stated. As a distinct area in Human Resources Management (HRM) and a vital tool in the field, leadership is an area of study that has been extensively researched and argued to have huge impact on performance (Abbas & Yaqoob, 2009; Chi, Yeh, & Yu, 2008; Fong, Ng, Tan & Ai-Na Seow, 2013; Riaz & Haidler, 2010). Regardless of the thousands of books that have been published on the topic of Leadership, with theories and concepts that are developed to analyze what makes a good leader and how leaders can become even better, there are still room for studies linking leadership to performance and other intervening variables that are critical to organizational performance like Organizational Culture (Ogbonna & Harris, 2000).

A number of emerging studies have been reviewed in this paper. Osifo, and Lawal, (2018) in a Conference paper which they presented at a conference on “Leadership Styles and Employee performance: Empirical Evidence from Selected Banks in Edo State” concluded that the transformational style of leadership is the best for Nigerian Banks in terms of performance and value addition. Furthermore Basit, Sebastian, & Hassan (2018), carried out an empirical study on the Impact of Leadership Style on Employee Performance (A Case Study on a Private Organization in Malaysia). Their findings indicated that democratic leadership style has a positive significant impact on employee performance. Their findings are in agreement with that of Iqbal, Anwar, and Haider, (2015) that found that under the influence of democratic leadership employees exercise their discretion in the process of doing their job, thus democratic style of leadership encourages innovation and creativity in the employees and allows them to bring out the best in them thus leading to a better performance. From these findings it can be concluded that democratic leadership style produces more motivated employees that eventually leads to an increased performance.

Furthermore, the researchers found that autocratic leadership has a negative significant impact on employee performance supporting the findings of Jayasingam and Cheng (2009). Where it was found that in Autocratic style of leadership, the leaders dominates all actions and decisions and restricts the innovativeness and creativity of employees. In this way, autocratic leaders may limit the performance of employees.

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<sup>1</sup> Department of Business Administration and Marketing, Babcock University, Ilisan, Nigeria, E-mail: [egbutao@babcock.edu.ng](mailto:egbutao@babcock.edu.ng)

Finally, the researchers also found that laissez-faire leadership style has a positive significant impact on employee performance. This supports Sougui, bin Bon, Mohamat, and Hassan (2016) whose findings show that laissez-faire leaders allow complete freedom to employees on how they carry out their official assignments consequently, employees perform with no leadership impediments. Therefore, employee's performance is better as employees enjoy working with less authority from leaders.

Leadership as used in this study, is not personal leadership but in an organization context. It is in this perspective that led Lloyd (1994) sees leadership as something a group of people could do and have responsibility within a firm, and not linked to a particular individual. Sumarto and Subroto (2011) also agreed that the increase in organizational performance due to effective leadership is as a result of group dynamics, and not individual dynamics. The most important factor in any organization is the leadership (Koednok (2011). This is simply because people need leadership strategy for success in organisation plans and future perspective. When leadership becomes effective, members of the organisation would contribute immensely in harnessing the resources of the organisation to execute collaborated efforts (Obiwuru, Okwu, Akpa, & Nwankwere, (2011).

For this work, leadership development and leadership effectiveness would be used interchangeably. Likewise, organizational performance and success would be used interchangeably. This paper provides an in-depth description of different approaches to leadership, and supports the fact that leadership has a significant positive relationship with the practice of Human Management to affect Organisational. Conclusions are drawn from scholarly articles reviewed, and work description studies. The paper has five sections, made up of the following: Introduction, brief theoretical approaches in the study are from previous literatures, followed by a brief review and summary of themes in some existing literature. Following this, the next section outlines is the methodology, which is contextual and descriptive and finally conclusion.

### **Theoretical Approaches:**

The study of leadership started with the theory of 'Great Man' (Trait perspective), where the proponents posited that leaders are born with some innate qualities, and are not made, concentrating on the personality traits that characterized successful leaders. This school states that leaders are born with certain innate qualities that set them apart from the others (Ogbonna & Harris, 2000; Northhouse, 2010). Their stance was vehemently refuted by theorists from the behavioural school of thought which shifted attention from the qualities and features of the leader to the behaviour and style of the leader (Process Perspective) (Nose, 2010; Ogbonna & Harris, 2000). These two schools however ignored the importance of the situational factors in highlighting the effectiveness of leaders. This gave rise to another school of thought, which believes that leadership behaviour varies from one situation to another (Riaz & Haidler, 2010).

Contemporary studies on leadership have differentiated between two types of leadership ---transformational and transactional leadership ( Chi, Lan, & Dorjgotov,2012;Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf, 2011; Mohammad, 2017; Nguyen & Mohammed, 2011;Northhouse, 2010;Obiwuru et al 2011; Shurbagi1, 2014 ;Raiz &Haidler, 2010). Transactional Leadership involves being instrumental and able to exchange relationship with subordinates, which deals with offering rewards or even punishments for tasks performed (Bryan, 2003; Ogbonna & Harris, 2000; Ngunyen & Mohammed, 2011; Sumarto & Subbroto, 2011). Exchanging relationship here means that a leader promises to fulfil the needs of followers such as wages and promotion if they carry out their duties and comply with leader's wishes. Leaders here make use of existing rules and procedures (Obiwuru et al, 2011) this type is not likely to generate commitment to achievement of organizational objectives. Conversely, transformational leaders are said to be visionary and enthusiastic, having the ability to motivate subordinates, thereby directly connected to Organisational performance since leaders can use their skills to motivate and influence their subordinates to deliver in their jobs (Ogbonna & Harris, 2000; Chi et al, 2012.) Leaders here create their rules based on a new vision and a revision of values and norms (Obiwuru et al, 2011), This type of leadership inspires trust and admiration in followers and are likely to generate commitment to task achievement, leading to individual interest being transformed to group interest ( Chi et al, 2008& 2012, ) .

The focus here is on shared vision and value (Nguyen & Mohamed, 2011 and convincing followers to see situations from a different perspective to transform the organization (Sumarto & Subroto, 2011). Ismail et al (2011) highlighted the features of transformational leadership to include intellectual stimulation, individualized consideration, individualized influence attributes; and individualized influenced behaviour. Nguyen and Mohammed (2011) in their study found that both transformational and transactional leadership are positively related to KM practices.

Their study also revealed that charismatic leadership and contingent reward leadership behaviors influenced all the dimensions of Knowledge Management practices... This finding corroborates Bryan (2003) position from his research. Bryant, (2003) had argued that effective management of knowledge provides firms with sustainable competitive advantages and that Leaders are central to this process. He goes on to conceptualize knowledge Management in three key areas which includes: creating, sharing, and exploiting knowledge. The place and role of leaders are central to each of these processes at multiple levels of the firm. While Transformational leadership may be more effective at creating and sharing knowledge at the individual and group levels, transactional leadership is more effective at exploiting knowledge at the organizational level.

From these findings, it can be concluded that the combination of the two approaches; transformational and transactional depending on the situations of the firm, makes the leader effective and successful. From this perspective therefore, since Knowledge management is a critical part of Human Resources management practice in contemporary global economy with its multifaceted competition, Leadership thus becomes an important factor in the management of a firms Human Resources. Chi et al (2008) further conceptualized transformational leadership in four dimensions including. Charismatic, leadership, individualized consideration, intellectual stimulation and visions presentation. Although Ismail et al (2011) stated that the two forms of leadership are important for organizational goals to be actualized, however, it is the transformational form of leadership that is extensively discussed across many studies.

## 2.0 Literature Review

Several studies have led credence to the fact that Leadership have direct impact on an organizational climate, and that climate in turn accounts for nearly one-third of the financial result of an organization( Armstrong, 2009). Findings from a study by Malcolm Higgs& North (2006, cited in Armstrong, 2009), showed that Leadership accounted for more than 50% of variations in performance than any other variable. So it can be affirmed that one of the main purpose of leadership in an organization is to provide direction, facilitate change and achieve organisational result through creative and innovative manner utilizing various resources of the organization.

Investing in Human Resources Development through leadership development is to increase human capacity and have an advantage over other competitors (Abbass& Yaqoob, 2009). Leadership developments programs improve performance of managers regarding communication skills, listening skills, motivation skills, supporting others and information sharing. It is also aimed at improving leadership skills at all levels—Operational, technical, strategic and personal (Armstrong 2009). Consequently, “an effective leadership program can be of immense assistance in identifying and building leadership qualities among individuals within the organization” (Abbass&Yaqoob, 2009: 270)

There is ongoing debate on what exactly leadership entails: its measurement and determinant of its effectiveness especially in HRM. However, vast literature on the subject exist, some of which has been reviewed here. Nicholas defined leadership roles as” positions of highest authority within a social group” (Nicholas, 2000:98). It is also defined as the “ability of a person in the hierarchy of roles assigned to influence the group in achieving better Organisational performance” (Sumarto& Subroto, 2011:386). Ismail et al, (2011:89) also defined a leader as a powerful and dynamic person who forms the path of a nation and this may affect the organization management”. They view leadership as a major force concerned with the determination of how organizations compete globally. Voon, Lo, Ngui and Ayob (2011) on their part sees Leadership as a process of influence where leaders attempts to influence the behaviours of subordinates to achieve Organisational goals. They argue that organisational ability in achieving its objectives depends on the Leaders of the Organisation and their leadership styles. Therefore, creating the enabling environment and encouraging work and adopting the appropriate leadership style leaders can affect employee Job satisfaction, commitment and productivity(Voon et al, 2011). Leaders are saddled with responsibility of creating the appropriate climate for organisational success (Sumarto& Subroto, 2011; Obiwuru et al, 2011). This makes leadership paramount in meeting the challenges of business globally (Fong, et al, 2013; Abbass & Yaqoob, 2009) as well as improving their performances (Ogbonna& Harris,2000; Manafi, Hojabri, &Aghapour, 2012; Obiwuru et al, 2011). Leaders through their influencing power help to develop entrepreneurship culture in the firms, leading growth through innovation, competitive advantage, new concepts and effective strategies both in domestic and international operations’ (Fong et al, 2013). Leadership is needed to provide identity and sense of purpose (Higgs, 2003).

The world over, organisations are looking to improve leadership style in order to record successes (Belias & Koustelios, 2014; Ali, 2012) this is because growth and performance of organization are linked to leadership (Riaz& Haidler, 2010; Sumarto & Subroto, 2011; Chi et al, 2008 Packard, 2009).

This basically means that job success depends on leadership being positively correlated to performance. Strategic decisions need to be taken to bring out the best performance in the interest of all stakeholders regardless of the type of organization (Riaz & Haidler, 2010). Noting further the importance of leadership in HRM, Fong et al (2013) opined that Leadership and HRM practices are the main contributors to make a firm able to be proactive, innovative and able to take risk

All the aforementioned facts focus on the economic perspective in the study of leadership; but Ahmed and Hanson (2011) focused on political perspective in the study of leadership in Africa, stating that leadership drives development agenda and to gain this, the innovative contribution of a leader is needed. The failure of the African nations like Nigeria to attain the Millennium Goals maybe attributable to the failure of the African leaders to chart the right course with focus, integrity, commitment and transparency.

Many researchers and writers have come up with various factors, and even strategies of leadership. But a few have been carefully selected in this paper. Abbass and Yaqoob (2009) considered five factors of leadership development: coaching, training and development, empowerment, participation and delegation. According to them, the effect of these factors when combined has 50% influence on the performance of employees. The other 50% comes from the attitude, commitment, motivational factors and trust in the organisation. This means that half of what influences employees to perform is leadership, and the other half is a combination of their attitude, commitment, incentives they receive and trust in the organisation. The writers posited that the testing of the five factors (variables) showed that it had positive effect on employee's performance. Leadership has a strong role to play in improving the performance of organisations globally, and this can only happen when leaders communicate with employees, arrange manpower, finances, as well as marketing (Sumarto & Subroto, Chi et al, 2008)

Brown and Posner (2001) outlines four keys of effective leadership; these includes attention through vision, meaning through communication, trust through positioning and the deployment of self through positive self-regard. Also outlined were the practical aspects of leadership, which includes the following: challenging the process, inspiring a shared vision, enabling others to act and being a role model. Brown and Posner saw leadership as causative which means that it can establish structures that can empower employees to strive for success. Leadership is also important in establishing direction in a state of complex challenges in organisations, inspiring people towards a worthy future.

Earlier, Lloyds (1994) outlined the elements of leadership to include, vision, commitment and execution. Vision is said to be a very important elements of leadership that is linked to organisational strategy for there to be success. It helps to get a common purpose within an organisation, which means its existence. Belias and Koustelios (2014), notes that once there's a vision, commitment is imminent, leading to execution of the vision. Givens (2008) states that Transformational Leaders inspires followers to accomplish more by concentrating on the followers values and helping the followers align their value with the values of the organisation. The theory of Transformational and Transactional Leadership was developed by Burns (1978) and introduced into Management literature. The theory states that Transformational leaders uplift and motivate the morale of the followers but that Transactional leaders seek their immediate self-interest.

Bass, (1985, 1998, and 1999) refined and expanded Burn's leadership theory. He is of the opinion that Leaders are encouraged to empower their followers by developing them into high involvement individuals and teams, focused on quality output products (Burns 1999). Continuing, Bass said that a transformational Leader is "one who motivates us to do more than we originally expected to do" (Bass, 1985:p31). He said that this motivation could be achieved by raising the awareness level about the importance of outcomes and ways to reach them; leaders encourage followers to go the extra mile and beyond their self-interest for the good of the team and the organisation. Transformational Leadership to Bass serves as a means to "create and sustain a context for building human capacity by identifying and developing core values and unifying purpose, liberating human potential and generating increased capacity, developing leadership and effective followership, utilizing interaction-focused organizational design, and building interconnectedness".

Since the introduction of this concept into the management literature, many other scholars have enhanced and expanded the ideas. The main focus of the transformational leadership theory is that the Leaders motivate the followers to accomplish more than what the follower planned to accomplish (Givens. 2008; Krishnan, 2012). Transformational Leaders work to bring about human and economic transformation. Within the organisation they generate visions, missions, goals and a culture that contributes to the ability of individuals, groups and the organization to "practice its values and serve its purpose (Givens 2008; Grojean, Resick, Dickson & Smith, 2004).

The leader's ability to inspire, motivate and foster commitment to a shared purpose is crucial, they concentrate on the needs of the followers and seek for how those needs are fulfilled, and the followers then become more committed to the organization (Gathungu, Iravo & Namusonge, 2015)

In an empirical study by Hackett, Wang, Chen, Cheng and Farh (2018), they found that Transformational Leadership style has positive impact on organisational citizenship behaviour and performance. Transformational leaders have this enormous influence because there is a high level of trust arising from the interaction between the leaders and the followers, and this can be seen in the behaviour of the Employees who work in the Organization (Nasra & Heibrunn, 2015). Transformational Leaders help followers discover who they are and what part they play in helping the organisation achieve its mission and in this way, the organisational objectives are achieved.

The style of the organisations leaders has a major impact on the development of the organization's culture. According to Schein (2004) the leader's belief, his values, mind set and perspective shape the culture of the organisation and these beliefs, values, mind sets and perspectives are now thought to order members of the organisation. Furthermore, Schein asserted that leaders have power to embed organisational culture through various processes, mentoring, coaching, role modelling and teaching and by the junior workers watching how leaders behave.

Bass (1985) had identified four aspects of the Transformation Leadership: Idealized influence, Inspirational Motivation, Intellectual and Individualized Consideration. It is these various aspects of the impact of the leader that make for the motivation of the people, establish the foundation for leadership authority and integrity and creating and inspiring shared value. Transformational Leaders have the capability to raise the mind of their followers to a new possibilities, and promote a compelling future (Givens, 2008). They appeal to the human energy that lifts above the routine.

Transformational Leadership also affect personal outcomes. Bass and Aviola (Bass, 1994; Bass 1998), argued that Transformational Leaders inspire their followers to go above their selfish interest in order to achieve the interest of the whole organisation. Transformational Leaders encourage followers to think critically and look for new ways to do their jobs satisfaction and commitment to the organization. Givens (2008) in his study found that Transformational Leadership has positive personal (Followers) outcome of empowerment, commitment, self-efficacy beliefs, job-descriptions, trust and motivation. Fong et al (2013) are of the opinion that Leadership is one of the most essential elements for improving a firm's performance. Leaders are potent sources of managerial results and hence sustain competitive advantages. This is more so in the area of Human Resources management and Entrepreneurial Leadership which impacts on the profitability of the firms.

The role of HRM practices have been studied by researchers and found to be effective in driving performance indications in the organisation. The role of effective leadership in HR practices such as Training and Development, Compensation, Performance management and Appraisals, Coaching and Mentoring, Leadership and Career Development will add value and enhance the intellectual capital of the organisation. These are measurable evidence to the strategic role that HRM can play and the value they bring to the Organisation.

It is imperative to note that Leadership is no longer all about information and knowledge gate-keeping but also about knowledge creation and sharing for all employees. A leader has therefore create the appropriate climate for this to happen (Nguyen & Mohammed, 2011). This goes to show that leadership entails pushing ideas and thoughts forward, taking responsibility to bring out the confidence in others (Ali, 2009). Ali outlined some leadership skills to include, managerial, trustworthy, aware, influential, visionary and inspirational. He further stated that leaders are to be involved in activities such as, staffing, retention, development, adjustment and managing change and defining the direction and influencing others to follow.

### **The Role of Leadership in Human Resources Management Practices in the Organisation.**

From the reviews above, the position of the Leaders are very strategic in achieving organisational objectives and raising the competitive edge for the organisation. But specifically, the leaders must fulfill certain specific roles amongst others in managing the performance of the Human Resources of the Organisation:

#### **Developing and Communicating a Vision**

This role is one of the most important functions of Leadership. This is one role that makes the leader stand apart from the managers. In addition to developing a vision, the leader must also know how to communicate the vision across the group and levels in a way that can be understood.

Transformational Leaders work to bring about human and economic transformation. Within the organisation they generate visions, missions, goals, and a culture that contributes to the ability of individuals, groups and the organisation to practice its values and serve its purpose (Grojean, Resick, Dickson & Smith, 2004)

### **The Leader sets the Objectives**

The Leader has the responsibility of setting SMART Objectives for his followers, team, department, division or the entire organisation as the case may be. SMART objectives are Specific, Achievable, Realistic and with a Timeframe (Drucker, 2007). The import of this Leadership role is that it helps the leader to cascade the Organisational strategy from the Top Leadership Team and make it relevant to the individual member through the objectives that can be met.

### **Defining the Strategic Direction:**

This is also a critical role which the leader fulfils to become an excellent Leader and this is tied to his/her visioning skills and role. This includes determining if the organisation would enter a new market, change its marketing strategy, and go into international partnership

### **Human Capital Resourcing:**

The emphasis is the leader's ability in the area of Recruitment, Selection, and Deployment, coaching and mentoring and Transfers. The leader must know how to plan and schedule his Human Resources. She is to determine the strategy of how to deploy them to the areas of need and allow for contingencies. If this role is not done properly the organization may have some critical areas not well resourced and other areas being over established or over staffed. There is therefore need to for balance and consistency, equity and fairness while ensuring that he/she is business driven in this responsibility.

### **Determining Individual Employee Role:**

Leaders has the responsibility to determine each person's role in the team, and this role and responsibilities, must be reviewed continuously as the Leader works with his people to ensure that each individual has the job description and requirements appropriate to their roles and highlighting the gaps that each individual consideration that they that they have: this way the Leader ensures that all the practical aspects of what the business requires are documented in at least one person's job description

### **Determination Skills and competency Development for the Organisation:**

The Leaders has additional responsibility of identifying the specific developmental areas that must be addressed by and for each person to bring them up to speed in their current and future position. The leader also has to select Training and Development opportunities. In doing this, the Leader must have the cooperation of the employee and it is also the responsibility of the leader to monitor the progress that is being made on the Training and Development of his people. The leader acts as mentor, a Coach and a Role model to the junior employees, subordinates and other team members in the group.

### **Budget Planning and Implementation:**

The leader acts in many other capacities to ensure that the organisation performs its set functions and objectives. He has the responsibility to be able to forecast, plan and manage budget. This is to ensure that the Leader and his team members keep their expenses within the budget; as in many African nations, like Nigeria there are always issues of Budget discipline that has continued to plague the nation in the public and private sector firms.

### **Managing Team and organisational Performance:**

The Leader has the responsibility to manage the performance of his team members. He has to appraise, evaluate and reward the Team members in a fair and objective manner that motivates and encourages high performance. Performance Management is always critical in delivering result in organisation. When the Leader does this properly, it will result to a hardworking, high performing team where everybody's input counts and adds to the bottom line. Effective performance management is a powerful tool to create sustained value. (Becker, Huselid, & Ulrich, (2001; De Waal, 2001).

### **Develop Personal Development Plan (PDP)**

Another important role of the leader is that of developing Personal Development Plans (PDP) of the employees and himself. This is an important part of managing performance and ensuring a seamless succession plan. PDP ensures that each member of the team has the right skills to carry out their assigned tasks to a very high standard and is readily prepared to assume and fill higher positions when the need arise. It is also linked to the employees' career development in the organisation and affects the decision of each employee to remain and make a career in the organization or to leave for another firm.

#### **Leading Change:**

The fact of change is a reality that must be appreciated and managed in order for the organisation to remain viable, valuable and energized. Kotter (2001) identified leading change as a critical role of leaders in an organization. Becker, et al (2001) corroborating this thinking, asserted that HRM emerging roles includes being change champions. In this perspective, the Leadership in the HRM is able to lead and execute change by linking change to the strategic reality of the business and its ever changing environment. It is in this critical areas that the HRM leadership becomes a truly strategic partner in the organization

#### **Inspiring Employees:**

This is one role that appears to be reserved for Leaders for which they are distinguished from Managers. The transformational Leader provides inspiration for the employees that could make them exceed their personal limit in performance (Bass, 1990).

#### **Crafting an Organisational Culture:**

Some writers have argued that leadership style is not enough to influence performance, but it has to be mediated by organisational culture, meaning that organisational culture is relevant in the success of the organization (Frontiera, 2009; Ogbonna & Harris 2000). To some, culture is central in understanding the values of an organisation but has no role on the increase of performance (Sumarto & Subroto, 2011). It is important to look at the local country situation where an organisation is set up for leadership to be effective (Tsui, Sushil, Nifadkar, & Yi Ou, 2007). However, research abound in literature that Organisational culture affects every aspect of an organisation and impacts on the various organisational outcomes as commitment, performance, productivity, self-confidence and ethical behaviour (Ouchi, 1981, Safford, 1988, Givens, 2008). The style of the organization's HRM leaders has major impact on the development of the organization's culture. As stated by Schien (1998); the leader's belief, values, mind set and perspective are thought to affect and impact the other members of the organisation. Furthermore, Schien, asserted that leaders have power to embed organisational culture through various processes: mentoring, coaching, Role modelling and Teaching and by the junior employees watching how the leaders behave.

#### **Scanning and Monitoring the Business Environment**

The role of the leader in this important aspect of the business cannot be over emphasized. The purpose of the Leader knowing and doing this activities is to reduce the number of surprises that the business environment seems to bring to the organisation.

#### **Delegation:**

To get jobs done, a leader has to delegate authorities to subordinates in order to reduce administrative pressures and workload and allow him space to focus on strategic aspect of his work. In this paper, we have highlighted the roles and responsibilities of Leadership in managing and shaping the performance of the HRM in the organisation but we realized it can never be exhaustive. The role of the Leadership in the management of the Human Resources is so crucial that it can be said it is the leadership that determines the existence or otherwise of the institution (Magner, 2008).

### **3.0 Methodology**

The qualitative and quantitative methods have both been utilized in the study of leadership in many contexts. The approach used in this paper is conceptual in nature; which adopts descriptive method and use of available knowledge sources and literature including Human Resources Journals, Developmental Journals and Social Sciences Journals to arrive at a conclusion. This paper is a review of literature concentrating on previous research in the area of leadership Roles in HRM. A total of 46 Articles were reviewed and the general findings is that Leadership has positive effect on Organizational performance and its effect on Human Resources Management practices.

#### 4.0 Conclusions

Human and material resources in many organisations can only be harnessed only when leadership is effective. Leadership is said to be beneficial to any organisation or corporation looking to grow. If leadership is effective, organisations will be successful. For leadership to be effective, the training, development and equipping of Leaders with skills to cope is vital. Research on Leadership and its impact on Organisational performance has been inconclusive in many cases in this review, and the levels of leadership (Executive, and lower levels) have not been differentiated. For an accurate analysis of the subject this needs to be done. Perspective on leadership have moved from trait (in-born characteristics) to process perspective (behaviours), and to transactional and transformational. But the area that is widely discussed is the transformational, which has received greater attention and study.

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