
Human Resource Management and Its Effects on an Organization's Leadership

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Abstract

Leadership is a notion that is important in many different facets of society, including business, academia, family, community, religious life, and governance on all levels, from the local to the national and even worldwide. It is believed to be one of the most critical factors in determining the success of a group, business organisation, and even an entire nation. As a result, it is considered the most crucial factor in society because it is seen as the life wire on which any organisation hovers to achieve efficient implementation. Without outstanding leadership, every company or organisation's Human Resources Management procedures would be severely lacking. In human resource management (HRM), transformational leaders motivate followers to achieve tremendous success by encouraging followers to align their values with the firm's ideals. Since human resources are the most valuable asset of any business organisation, this paper concludes that leadership is one of the most significant variables influencing the organisation's tone, culture, and performance. Leadership also contributes to determining whether or not organisational goals are met.

Keywords: *Transformational Leadership, Organisational Performance, Organisational Culture*

1.0 Introduction

The significance of leadership in an organisation cannot be overstated. However, many discussions and controversies have surrounded the role and function of leaders in institutions, society, and the country. Many scholars (Alfermann et al., 2005; Ali et al., 2021; NawoseIng'ollan & Roussel, 2017; Pantja et al., 2020; Thanh & Quang, 2022) have stated that leadership is an essential subfield of HRM that has a significant influence on productivity. Although there are hundreds of publications on the subject of leadership, each with its own set of ideas and notions for analysing what makes a good leader and how leaders may improve, there is still a need for research tying

leadership to performance and other intervening factors that are crucial to organisational success, such as Organizational Culture (Gottfried et al., 2011).

In this article, we look at several recent research that has recently been published. Restiani Widjaja et al. (2020) determined in a conference paper that they presented at a conference on "Leadership Styles and Employee Performance: Empirical Evidence from Selected Banks in Edo State" that the transformational style of leadership is the most effective for Nigerian banks in terms of performance and value addition. They presented their findings at a conference on "Leadership Styles and Employee Performance: Empirical Evidence from Selected Banks in Edo State." In addition, Liu et al. (2022) conducted an empirical study on the impact of leadership style on employee performance using a case study of a Malaysian private organisation as their research subject. According to their results, a democratic type of leadership has a significantly favourable effect on the workforce's overall performance. Their findings agree with those of Gottman et al. (2017), who found that under the influence of democratic leadership, employees exercise their discretion while doing their job. As a result, the democratic leadership style encourages innovation and creativity in the employees and allows them to bring out the best in them, ultimately leading to better performance. Their findings agree with (Pantja et al., 2020). It is possible to conclude from these data that a democratic style of leadership results in more motivated personnel, ultimately leading to an improvement in performance.

In addition, the researchers discovered that authoritarian leadership substantially negatively influenced employee performance, which lends credence to the results (Restiani Widjaja et al., 2020). The research concluded that an autocratic leadership style is characterised by the leader having complete control over all aspects of the organisation, including the ability of workers to be inventive and creative. Authoritarian leaders can restrict the performance of their staff in this manner. In conclusion, the researchers discovered that a leadership style known as laissez-faire has a favourable and substantial influence on the performance of the workforce. This lends credence to the findings of (Prince & Bayo, Princewill Lekara Ebikebena, 2021; Restiani Widjaja et al., 2020), who found that laissez-faire leaders give their employees complete freedom in determining how they carry out their official responsibilities. As a result, employees can perform their jobs without being hindered by leadership issues. Hence, employee performance is higher because people enjoy working in an environment where leaders have less influence.

The concept of leadership used in this investigation refers to leadership within the framework of an organisation rather than leadership on an individual level. From this point of view, Thanh & Quang (2022) views leadership as something that might be done by a group of individuals inside a company and be a duty for the company as a whole rather than being associated with a single person. NawoseIng'ollan & Roussel, (2017) concluded that the rise in organisational performance attributed to successful leadership is not the consequence of individual dynamics but rather the outcome of group dynamics. According to Onkila & Sarna (2022), the leadership of an organisation is the single most significant determinant of its success. This is because individuals need a leadership strategy to succeed in the organisation's aims and moving forward vision. When leadership is successful, members of the organisation will make significant contributions towards maximising the use of the organisation's available resources to carry out joint projects (Restiani Widjaja et al., 2020).

In the context of this study, the terms "leadership development" and "leadership effectiveness" would be used synonymously. Similarly, we would use the terms success and performance of an organisation interchangeably. This article presents a comprehensive analysis of various leadership styles and argues that there is a substantial beneficial connection between leadership and human resource management practice, which impacts organisations. By reviewing academic literature and researching job descriptions, conclusions have been formed. The paper is divided into five parts, which are as follows in order: After the introduction comes a quick examination and synopsis of the themes that are prevalent in the specific extant literature, followed by a discussion of the study's brief theoretical methods, which are drawn from earlier works of literature. After this, the next part provides an overview of the technique, which is contextual and descriptive, and then the conclusion follows right after that.

2.0 Methodological Perspectives

The study of leadership began with the "Great Man" (Trait perspective) hypothesis, which held that great leaders are born rather than formed and focused on identifying and studying the personality characteristics shared by those who went on to achieve leadership positions prominence. According to the teachings of this school, people are born with specific inherent attributes that allow them to stand out from the crowd (Siregar & Suma, 2022). Theorists from the behavioural school of thinking strongly disagreed with them and instead focused on a leader's

actions and leading methods (Process Perspective), which they saw as more important than their inherent traits (Beauty & Aigbogun, 2022). These two schools, on the other hand, did not place sufficient emphasis on the significance of the contextual elements in determining the efficacy of leaders. As a result, another school of thought emerged, which believes that the characteristics of effective leadership change depending on the context (Holbert et al., 2021).

Transformational and transactional leadership have been conceptually separated in recent leadership studies (Abdulazeez et al., 2020; Dries, 2013; NawoseIng'ollan & Roussel, 2017; Wen et al., 2019). Transactional leaders are helpful and able to trade relationships with their subordinates, such as by rewarding or punishing them based on the results of their work. In this context, the term "exchanging relationship" refers to a situation in which a leader guarantees to meet the requirements of followers, such as pay and advancement, on the condition that the followers carry out their responsibilities and agree with the leader's objectives (Szczepańska-Woszczyna, 2015). This form of leadership is not likely to produce a commitment to attaining organisational goals since the leaders here employ the rules and processes already in place. On the other hand, transformational leaders are thought to be visionary and enthusiastic. They also can motivate subordinates, which is why they are directly connected to the organisation's performance. Leaders can use their skills to motivate and influence their subordinates to perform well (Zaazou & Tawfik, 2018). The leaders formulate the rules that govern this place based on an updated vision and revised ideals and standards (Igudia, 2022). This style of leadership instils confidence and respect in followers. It is also likely to engender devotion to the successful completion of tasks, which ultimately results in the individual's interests being subsumed by those of the group (Akintayo et al., 2020).

In this context, the emphasis is placed on having a shared vision and values and persuading followers to look at problems from a new angle to change the company (Abdulazeez et al., 2020). Ngozi (2015) pointed out that transformational leadership's characteristics include intellectual stimulation, customised consideration, individualised influence traits, and individualised influenced behaviour. Abdulazeez et al., (2020) discovered a favourable correlation between transformational and transactional leadership styles and knowledge management techniques in their research.

Their research also showed that charismatic leadership and behaviour based on contingent rewards affected all knowledge management techniques. Akintayo et al. (2020) claimed that efficient knowledge management gives organisations enduring competitive advantages and that Leaders are crucial to effectively managing information. The authors then develop the idea of knowledge management by breaking it down into its three primary components: the production, dissemination, and application of knowledge. In every one of these stages and at every level of the organisation, the position and responsibility of leaders are of the utmost importance. Transactional leadership is more successful in utilising knowledge at the organisational level. Still, transformational leadership may be more effective at producing and disseminating new knowledge in individual and group classes. It is possible to conclude from these data that the mix of the two approaches—transformational and transactional, depending on the circumstances of the company—makes the leader effective and successful. When viewed from this perspective, leadership becomes an essential factor in managing a company's human resources because knowledge management is such an integral component of human resource management practice in the contemporary global economy, which is characterised by intense competition on various fronts. Saragih et al., (2022) further conceptualised transformative leadership by categorising it into four aspects: having charisma, being able to lead, giving each person special attention, providing intellectual stimulation, and presenting visions.

Although Manchanda (2014) stated that both transformational and transactional forms of leadership are essential for the actualisation of organisational goals, the transformational form of leadership is the one that is extensively discussed in a wide variety of studies. This is because transformational leadership has a more profound impact on followers.

3.0 Literature Review

According to the findings of several studies, leadership has a direct influence on the culture of an organisation, and the culture, in turn, is responsible for almost one-third of the financial outcome of a company (Abdulazeez et al., 2020). According to the findings, leadership was responsible for more than 50% of the variances in performance than any other variable. Therefore, it is possible to assert that one of the primary functions of leadership in an organisation is to provide guidance, facilitate change, and accomplish organisational goals in a creative and innovative way, using various resources available to the organisation. Increasing human capability and gaining an edge

over other rivals may be accomplished by investing in developing human resources, namely leadership (Kumari & Singh, 2018). Leadership development programmes may improve managers' performance, particularly in communication, listening, motivation, helping others, and knowledge sharing. In addition, it seeks to enhance leadership abilities on all levels, including operational, technical, strategic, and personal stories (Thanh & Quang, 2022). Thus, "a successful leadership programme may be of tremendous value in recognising and fostering leadership skills among employees inside the business," as stated in the previous quote (Ray et al., 2020).

There is a never-ending argument over what precisely leadership comprises, including how it can be measured and what factors should determine its success, particularly in HRM. On the other hand, there is an excellent body of literature on the topic, some of which have been discussed below.

Zaazou & Tawfik, (2018) characterised leadership jobs as having the most significant influence within a social group. It may also be described as the "capacity of a person in the hierarchy of responsibilities allocated to influence the group in attaining improved Organisational performance," as another definition puts it. According to Bouraoui et al. (2019), a leader is "a strong and dynamic person who develops the course of a country, and this may affect the organisation's management." NawoseIng'ollan & Roussel, (2017) described a leader as "a person who forms the route of a nation." They believe that leadership is a crucial factor to consider when determining how firms should compete globally. According to İhtiyaçları et al. (2022), leadership is a process of influence in which leaders strive to influence subordinates' behaviours to accomplish the organisation's objectives. They say that the capacity of an organisation to achieve its goals depends on the leaders of the organisation and the leadership styles that those Leaders use. As a result, the ability of leaders to affect employee job satisfaction, dedication, and productivity is tied to creating an enabling environment, encouraging work, and adopting a good leadership style. Leaders are tasked with cultivating an environment conducive to achieving an organisation's goals (Bono & Judge, 2003; Okon et al., 2021). As a result, leadership is of the utmost importance in terms of both tackling the issues that businesses face throughout the world and enhancing their performances.

Through their influence, leaders contribute to developing an entrepreneurial culture within their organisations, leading to growth brought about by innovation, competitive advantage, new

concepts, and practical strategies in domestic and international operations (Pantja et al., 2020). Leadership is necessary to establish a feeling of identity and purpose for a group. The development and performance of a company are tied to leadership (Alfermann et al., 2005; NawoseIng'ollan & Roussel, 2017), which is why businesses all over the globe are trying to perfect their leadership techniques to achieve tremendous success (Restiani Widjaja et al., 2020). This indicates that an employee's employment success relies on a favourable correlation between leadership and performance. Regardless of the kind of organisation, it is necessary to make strategic choices to achieve the highest possible level of performance to benefit all parties involved (Restiani Widjaja et al., 2020). Okon et al. (2021), who pointed out the significance of leadership in human resource management, concluded that leadership and HRM practises are the primary factors determining a company's capacity to be proactive, inventive, and able to take risks.

However, Pantja et al. (2020) focused on the political perspective in their study of leadership in Africa. They stated that leadership drives development agenda, and to gain this, the innovative contribution of a leader is required. All of the facts above centre on the economic perspective of the study of leadership. It is possible that the failure of African leaders to chart the excellent road with focus, honesty, dedication, and transparency is to blame for the inability of African states like Nigeria to achieve the Millennium Development Goals (Millennium Goals). Numerous experts and authors have speculated on many aspects of leadership, including diverse elements and methods.

In contrast, only a handful were picked after thoroughly considering this article. According to Gottfried et al. (2011), five aspects of developing leadership should be regarded: coaching, training and development, empowerment, participation, and delegating. According to them, the overall impact of these elements has a 50% influence on the workers' performance when taken together. The remaining 50% is determined by characteristics such as attitude, dedication, drive, and confidence in the organisation. This indicates that leadership accounts for half of the factors that drive employee performance. In contrast, the other half comprises a mix of the workers' attitudes and commitments, the incentives they get, and their faith in the organisation. The authors hypothesised that the testing of the five different components (variables) demonstrated that it had a beneficial influence on the performance of the employees. Leadership has a significant impact on the overall success of businesses and organisations all over the world. But, this can only be

accomplished when leaders maintain open lines of communication with their workforce and coordinate marketing, personnel, and financial matters (Wolor et al., 2021).

According to Restiani Widjaja et al. (2020), four essential components make for effective leadership. These components are as follows: gaining attention through vision, gaining meaning through communication, gaining trust through positioning, and gaining the ability to deploy oneself through positive self-regard. In addition, the more tangible qualities of leadership, such as questioning the process, inspiring a shared vision, empowering people to act, and being a role model, were discussed and explained. According to Brown and Posner, leadership has a causal role, which means it may develop systems that enable workers to strive for success. Leadership is also essential in providing direction during complicated organisational issues and encouraging individuals to work for a worthwhile future.

For there to be success inside an organisation, it is believed that having a clear vision is one of the most crucial aspects of leadership, which is tied to the organisation's strategy. It is helpful for members of an organisation to work towards a shared goal, which is the reason for the organisation's existence. According to Siregar & Suma (2022), commitment is almost inevitable once there is a vision, ultimately leading to implementing the concept. According to (Nurimansjah et al., 2022), transformational leaders motivate their followers to achieve more by focusing on the followers' values and assisting them in aligning their values with the organisation's values. This, in turn, motivates the followers to do more. Okon et al. (2021) are credited with developing the idea of transformational and transactional leadership, which was later included in the body of management research. According to this notion, transformational leaders are those that boost the morale of their followers and motivate them, while transactional leaders are those who look out for their immediate self-interest. The authors' leadership theory was developed further and elaborated upon. From his point of view, leaders should be encouraged to delegate authority to their followers by shaping them into high-involvement people, and teams focused on producing high-quality goods. Abdulazeez et al. (2020) said a transformational leader "motivates us to achieve more than we initially intended to do". The authors' said that this degree of motivation could be attained by increasing the level of understanding of the significance of outcomes and strategies to accomplish them; leaders urge followers to go the additional mile and beyond their self-interest for the sake of the team and the organisation.

According to Bono & Judge (2003), the purpose of transformational leadership is to serve 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, utilising interaction-focused organisational design, and building interconnectedness." Since this notion was first presented in the management literature, many additional researchers have developed it further and broadened its scope. The fundamental tenet of the transformational leadership theory is that leaders should strive to inspire their followers to achieve loftier goals than the goals the followers first set for themselves. Transformational leaders try to bring about changes in both the human and economic spheres. They contribute to the capacity of people, groups, and the organisation to "practise its values and fulfil its purpose." They generate visions, missions, and objectives inside the company and a culture that supports those things (Kawiana et al., 2021; Pantja et al., 2020).

The leader must inspire, motivate, and nurture devotion to a common cause. The leader focuses on the needs of the followers and seeks ways in which those needs may be addressed; as a result, the followers become more dedicated to the organisation. Beauty & Aigbogun (2022) conducted empirical research on the topic. Their findings showed that the Transformational Leadership style favours. A high level of trust develops between transformational leaders and their followers due to the interaction between the leaders and the followers, and this can be observed in the behaviour of employees who the organisation employs. This gives transformational leaders tremendous power (Siregar & Suma, 2022). Followers are assisted in understanding who they are and their role in accomplishing the organisation's overall purpose by transformational leaders, achieving the organisation's goals. How the leaders of an organisation conduct themselves has a significant bearing on the evolution of the company's culture.

According to Wen et al. (2019), the leader's beliefs, values, mindset, and perspective all define the organisation's culture. It is currently assumed that these beliefs, values, attitudes, and views organise individuals of the organisation. In addition, the authors stated that leaders have the potential to instil organisational culture via various procedures, including mentoring, coaching, role modelling, and teaching, as well as through younger employees seeing how leaders behave in their positions. Intellectual stimulation, inspirational motivation, and intellectual and individualised consideration were the four components that Bono & Judge (2003) defined as

constituting the transformational leadership model. The numerous facets of the effect of the leader that is responsible for motivating the people, laying the groundwork for the authority and integrity of the leadership, as well as establishing shared value and inspiring others to care about it. The minds of the people who follow a transformational leader may be opened to new opportunities, and the leader can encourage followers to pursue an enticing vision for the future (Pantja et al., 2020). They use human energy that rises above the ordinary in some way.

Personal results may also be transformed by transformational leadership. According to NawoseIng'ollan & Roussel, (2017), transformational leaders motivate their followers to put the organisation's interests ahead of their own individual goals to advance its mission. Followers are encouraged to think critically and search for new methods to increase their work happiness and loyalty to the company by transformational leaders who model this behaviour. Siregar & Suma (2022) discovered that transformational leadership benefits the human outcomes of its followers, including empowerment, commitment, self-efficacy beliefs, job descriptions, trust, and motivation. According to Okon et al. (2021), leadership is one of the most important factors to consider when trying to enhance the performance of an organisation. Leaders are significant contributors to management outcomes, and as a consequence, they maintain competitive advantages. This is especially true in managing human resources and entrepreneurial leadership, affecting businesses' profit capacity.

Researchers (Affecting & Turnover, 2021; Budhwar et al., 2022; Indra, 2014; Saha et al., 2017) have examined the function of HRM practises in organisations and discovered that these practices are beneficial in driving performance indicators within those organisations. Successful leadership in human resource strategies such as training and development, compensation, performance management and appraisals, coaching and mentoring, leadership and career development would provide value to the organisation and boost its intellectual capital. These are examples of quantitative evidence pointing to the strategic role that HRM may play and their importance to the organisation. It is essential to remember that leadership is not just about acting as a gatekeeper for information and knowledge but also about encouraging the production of new knowledge and its distribution among all workers. So, a leader is responsible for cultivating an environment where this is likely to occur (Oubrich et al., 2021). This demonstrates that leadership is about driving forward ideas and thinking and accepting responsibility for boosting confidence in others. Oubrich

et al., (2021) described several leadership qualities, such as being managerial, trustworthy, aware, influential, visionary, and inspiring. The author said that leaders are expected to be active in tasks such as staffing, retention, development, adjustment, and management of change, as well as establishing the direction the group should go in and convincing others to follow it.

4.0 Leadership's Impact on HR Policies and Procedures at an Organization.

According to the assessments shown earlier, the leader's position plays a crucial role in accomplishing organisational goals and enhancing the organisation's advantage over its competitors. But more precisely, to effectively manage the performance of the organisation's human resources, its leaders must fulfil certain specified functions, among other responsibilities.

Vision Formation and Dissemination: One of the most important responsibilities of a leader is to fulfil this duty. This particular responsibility is one of the roles that set the leader distinct from the managers. The leader is responsible for generating a vision as well as the ability to effectively communicate that vision across the organisation and at all levels in a manner that can be comprehended. Leaders who change people and economies are called transformational leaders. They provide a shared understanding of the organisation's values and direction among employees and lay the groundwork for achieving shared objectives (Olajide, 2014).

The Leader Establishes Goals: A leader's job is to ensure that their team, division, or organisation works towards attainable, relevant, and time-bound goals. Goals are deemed SMART if defined, achievable, realistic, and time-bound (Pereira et al., 2021). This leadership position is crucial because it allows the leader to take the organisational strategy established by the Top Leadership Team and make it personally relevant to each team member employing attainable goals.

Establishing a Course of Action: This is directly related to the leader's ability to see the future and their position. Thus, they must play it well. Considerations are part of this process, including whether to expand into a new market, alter the company's marketing approach, and form overseas partnerships (Rozsa et al., 2021).

Reinvesting in Human Capital: Leadership skills in Recruiting, Selecting, and Deploying, as well as in Coaching, Mentoring, and Transfers, are highlighted. Organizing and arranging one's human resources is essential for every leader. She'll have to figure out how to send them best where they're needed while also planning for the unexpected. If this function is not carried out

appropriately, the company may find that specific vital sectors are under-resourced while others are over-established and over-staffed (Pantja et al., 2020). Hence, they must maintain equilibrium and uniformity, equality and fairness, and be business-oriented in carrying out this duty.

Identifying Each Employee's Specific Function: Leaders assign tasks and responsibilities to each team member. These tasks and responsibilities should be reviewed regularly to ensure that everyone is fulfilling their responsibilities and that any gaps in the job description or requirements are being brought to the leader's attention (Ali et al., 2021).

Planning the Future of the Organization's Capabilities and Abilities: The Leaders are also responsible for pinpointing the precise areas of improvement needed by each team member to prepare them for their current and future roles. The leader is also responsible for deciding which professional development options to pursue. The leader is responsible for overseeing the Training and Development of his employees and ensuring that they are making progress towards their goals. The leader's role is to mentor, coach, and role model for the group's younger members and subordinates (Lemi & Alemu, 2020).

Formulation and Execution of Budgets: The leader takes on several roles to ensure the organisation achieves its goals and aims. They must be capable of financial planning, forecasting, and management. Like in many African countries, such as Nigeria, there are always problems of Budgeting control that keep afflicting the country in the public and private sector organisations. This guarantees that the leader and his team members manage their spending within the budget (Restiani Widjaja et al., 2020).

Organisational and Team Performance Management: Leaders are accountable for overseeing their teams' efforts and results. He must fairly and objectively assess, evaluate, and reward Team members in a way that drives them to excel. Managing employee performance is essential for any business that wants to see results. If the leader succeeds, the team will be hard-working and productive, with each member contributing to the group's success and the company's bottom line. Successful performance management is a potent means of producing long-term benefits (Alfermann et al., 2005; Kimeto & K'Aol, 2018).

Plan Your Personal Growth (PDP): Personal Development Plans (PDPs) for the leader and his team members are another crucial responsibility. This is crucial for effective performance

management and succession preparation. With PDP in place, you can be confident that your employees have the knowledge and training they need to do their jobs successfully and are also prepared to move through the ranks should the need arise. It is connected to workers' ability to grow professionally inside the company and influences whether they choose to advance their careers there or seek opportunities elsewhere (Ali et al., 2021; Restiani Widjaja et al., 2020).

Change Management: For an organisation to thrive, its leaders must recognise and adapt to constant change. Wolor et al. (2021) state that spearheading organisational transformation is a leader's most important responsibility. Change champions are one of the developing positions for human resource management. From this vantage point, HRM management can effectively steer and implement transformation by tying it to the evolving strategic realities of the company and its external context. HRM management's strategic value to a business is most evident in these mission-critical areas (Pantja et al., 2020).

Motivating Workers: One way in which Leaders might be differentiated from Managers is by taking on this responsibility. A transformative leader motivates their team to exceed their expectations (Szczepańska-Woszczyna, 2015).

Organisational Development: Some authors claim that leadership style alone cannot affect performance; organisational culture must act as a mediator (Siregar & Suma, 2022). Others (Khoza et al., 2016; Shayya, 2018; Szczepańska-Woszczyna, 2015) argue that an organisation's culture is crucial to grasping its ideals but irrelevant to boosting productivity. For successful leadership, it is essential to consider the context of the nation in which a given organisation is. Despite this, many studies demonstrate how organisational culture affects outcomes like employee dedication, performance, morale, and productivity (Ciganek et al., 2014). Human resource management (HRM) executives' styles significantly affect how an organisation's culture evolves. The leader's beliefs, values, mindset, and viewpoint are believed to influence and affect the rest of the organisation, as stated by (Khoza et al., 2016). According to the authors, executives may instil the company's culture via mentoring, coaching, role modelling, teaching, and subordinates observing how their superiors act.

Monitoring Business Conditions: It's impossible to overstate the value of a strong leader in this crucial area of the company's operations. The leader's familiarity with and participation in such

measures are meant to lessen the impact of unexpected changes in the external business climate (NawoseIng'ollan & Roussel, 2017).

Delegation: A leader who wants to get things done but can also concentrate on the strategic aspects of his job will learn to transfer authority to his subordinates. Although we believe we have provided a comprehensive overview of the leadership's role in HRM, we acknowledge that it is impossible to cover every possible aspect of the topic. To the extent that an organisation survives or fails, it is primarily due to the leadership's ability to manage its human resources effectively (Restiani Widjaja et al., 2020).

5.0 Methodology

Leadership research has been conducted using both qualitative and quantitative approaches. To reach its findings, this study takes a conceptual approach, using a descriptive methodology and drawing on information sources and literature from Human Resources, Development, and the Social Sciences. This study is a survey of literature focussing on prior research in leadership Positions in HRM. A total of 46 Articles were evaluated, and the overall conclusion is that Leadership positively influences Organisational performance and its effect on Human Resources Management practises.

6.0 Conclusions

In many organisations, human and material resources are wasted unless they are led effectively. Leadership is considered advantageous to any company or organisation trying to expand. Organisation performance depends on the quality of its leadership. Effective leadership requires Leaders to be trained, developed, and equipped with coping abilities. The degrees of leadership (Executive and lower levels) have not been distinguished, and there is a lack of solid research on the effect of leadership on organisational performance. This has to be done to understand the topic at hand thoroughly. Viewpoints on leadership have moved from behavioural (in-born traits) to process perspective (behaviours) to transactional and transformational. Nonetheless, the transformative has been the focus of more research and discussion.

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