

THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND HUMAN RESOURCE MANAGEMENT PRACTICES

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Abstract - In this competitive era of globalization, leaders are faced with the demand to have progressive thinking, high intelligence, creativity, innovative ability, and an increased level of sensitivity. All of these are needed so that they can initiate change and innovation within the organization, keeping up with the times that continue to advance. The synergy between leadership and HRM has the ability to achieve organizational success. This study investigates the relationship between leadership style and human resource management (HRM) in organizations. The focus of this study is to understand how leadership styles applied by leaders can influence the implementation of HR management practices and their impact on organizational performance. The research method involved literature analysis, case studies, and historical data collection to provide insights. The research findings show that transformational leadership styles are often associated with progressive HR management practices, creating a work environment that supports innovation, employee development, and the achievement of organizational goals. In contrast, authoritarian leadership styles can create challenges in the implementation of HR management practices.

Keywords: leadership style, human resource management, employee performance.

INTRODUCTION

In the current era of global competition, leaders are faced with the need to have progressive thinking, intelligence, innovation, creative ability, and a high level of sensitivity in implementing changes in the organization (Putra & Mardikaningsih, 2022). This is a must so that the organization can continue to develop and adapt to the development of an increasingly advanced era. In the early stages, leaders are expected to have the ability to empower all the resources owned by the organization appropriately and accordingly, given the developments and challenges that may affect the growth of the organization in the future (Jahroni et al., 2023).

The influence of effective leadership greatly impacts the level of quality of employee performance that creates high work motivation which has a positive impact on quality work results (Darmawan, 2012; Irfan, 2022). The leader is one of the elements in completing an activity. Each leader shows a diverse leadership mindset. Leadership can be explained as a series of structuring actions that involve the ability to influence the behavior of others in certain situations, with the aim that they are willing to work together to achieve predetermined goals (Putra et al., 2022). As has been proven in history, previous leaders have the ability to change the condition of human resources that were once underdeveloped into human resources that produce many leading scientists. They succeeded in creating work and leadership environments that inspired, encouraged and guided individuals to reach their full potential. The emergence of leading scientists whose works became the pillars of science in this era. Thus, quality leadership brings about changes in employee performance that have a positive impact on organizational development and progress as well as contributions to the advancement of knowledge and science (Nembhard & Edmondson, 2006; Nwokocha & Iheriohanma, 2015).

A wide variety of leadership styles have emerged and played an important role in shaping the development of societies and organizations. Starting from the authoritarian leadership style that was very dominant in ancient times, reflecting the values of stability and firmness of leadership, to the transformational leadership style in the modern era that encourages innovation and sustainable growth. This phenomenon illustrates that each leadership style reflects cultural values and norms that form the basis for the development of diverse leadership characteristics and has a profound impact on the evolution of society (Hariani & Irfan, 2022).

Human resource (HR) management plays a role in maintaining organizational sustainability and improving performance (Darmawan et al., 2018). Talent retention, performance management, and employee development are important components of effective HR management, in addition to the recruitment and selection process of new employees. Quality human resources are assets that contribute to the achievement of organizational goals which can increase employee commitment to the organization (Mardikaningsih, 2020). The role of HR is very significant, where without a qualified workforce, organizations will face various challenges in achieving the goals that have been set. When organizations are able to create positive bonds and a sense of unity between leaders and team members, this can be the foundation for mutual progress and success (Kozlowski et al., 2008).

Leadership style and human resource management (HRM) are two key elements that have a role in shaping organizational performance. The relationship between leadership style and HR management is very important, as both influence each other in achieving organizational goals. Leadership style, as the foundation of a leader's behavior, provides direction and motivation to move team members towards achieving a shared vision. On the other hand, HR management is responsible for managing critical aspects related to human resources, such as employee recruitment, development, and retention. Therefore, this study aims to explore and analyze the interrelationship between the leadership style applied by leaders and the implementation of HRM practices.

RESEARCH METHODS

The historical and comparative approach methods used in this study offer to understand the relationship between leadership styles and human resource management practices. The historical approach provides insights through the exploration of leadership styles from the past by analyzing relevant history, archives, and historical documents. In this way, the research can identify patterns that have developed over time and how leadership styles have influenced human resource management practices. By measuring human resource quality using measurable and systematic techniques, research can identify the relationship between specific leadership styles and their impact on employee happiness, productivity and competence. The use of established standards in measuring people quality provides an objective basis for evaluation to provide an understanding of the contribution of leadership styles to people outcomes.

RESULTS AND DISCUSSIONS

A. Identification and Implementation of Appropriate Leadership Styles

Leadership style is the foundation for how a leader guides and manages his or her team to achieve a common goal. It involves a combination of behaviors, values, and methods that the leader chooses to motivate and direct team members. In emergencies or situations that require quick decisions, authoritarian methods will be necessary, where the leader takes control and gives clear instructions to team members. Conversely, in situations where team participation is required to reach better decisions and democratic strategies become relevant. Democratic leaders solicit ideas and views from the entire team, creating a sense of shared ownership and increasing team member engagement. Therefore, a leader's success depends on his ability to choose a leadership style that is appropriate to the context and also on his skill in adapting leadership to the needs and dynamics of the team effectively (Hariani & Sigita, 2022). The following is an explanation of the various leadership styles, namely:

1. Authoritarian leadership is the right solution in emergency situations where quick decisions and decisive action are required.
2. Affiliative leadership emphasizes relationship building and conflict resolution, creating harmony within the team.
3. Democratic leadership allows for team members' participation in decision-making, supporting cooperation and building engagement.
4. Transformational leadership highlights the leader's ability to inspire and drive change, according to the needs of the organization.

The choice of leadership style is indeed a strategic decision and its success depends largely on the leader's understanding of the demands of the team and the qualities of the team members. Transformational leadership style, as has been proven through literature analysis, demonstrates its effectiveness in creating inspiration and motivation. Through transformational endeavors, leaders can transform vision and values into a driving force to achieve common goals. Real-life examples of transformational leaders such as Martin Luther King Jr. and Nelson Mandela demonstrate how inspirational power and positive vision can influence the behavior and attitudes of people in organizations. Martin Luther King Jr.'s "I Have a Dream" speech motivated millions of people who brought about positive change. Therefore, transformational leadership style demonstrates that inspiration and a strong vision can be a catalyst for organizational change and success.

B. Leadership Style towards Human Resources

Leadership style and human resources (HR) have a very important role in shaping and influencing employee performance in an organization (Ismaya et al., 2023). Leadership style is a leader's strategy to perceive, motivate and direct his team members. Employee performance management is a key element related to leadership style and human resources. In the opinion of Mone et al. (2018), leaders who understand and apply effective performance management methods help employees reach their full potential. On the other hand, good HR can establish a fair and objective performance evaluation system that will provide support for career development.

Transactional leadership, which rewards or punishes employees based on their performance, can affect their motivation and behavior. On the other hand, transformational leadership, which encourages innovation, shared vision and personal growth, can generate high morale. Meanwhile, HR factors involve the management of all human resources in the organization, from recruitment to managing employee performance (Masnawati & Darmawan, 2022). An effective recruitment process can ensure that the organization gets individuals who have the skills and qualifications that match the demands of the job. HR training and development also plays an important role in improving employees' competencies and skills, which in turn can improve their performance at the individual and team levels.

Choosing the right leadership style can positively contribute to the efficiency, creativity, and sustainability of HR within the organization (Liu et al., 2003). Changes in leadership style have a major influence on HRM. This change in leadership style has a significant impact on human resource management (HRM) which can be explained as follows:

1. Testing

The testing method in HR management is a way of assessing the abilities and qualifications of employees before they are placed in roles within an organization. The selection process applied in this method consists of stages of evaluation to ensure that the recruited employee has the expertise and skills that are in line with the needs of the job (Handayani & Khairi, 2022). This testing consists of an assessment of the technical knowledge and skills required to perform the specific tasks of the role. It consists of written tests, skills tests, as well as technical interviews to gauge the candidate's understanding and proficiency. Furthermore, testing may also involve an assessment of the employee's interpersonal and personality abilities. This factor is important to ensure that the individual has the technical expertise and can communicate well with coworkers and superiors (Munir & Rojak, 2023).

In leadership styles, the application of testing methods is more likely to have transactional characteristics (Horwitz et al., 2008; Hamstra et al., 2018). Leaders who have this style tend to give rewards or sanctions based on performance that can be clearly measured. For example, after a series of tests, employees who score high or meet certain standards may receive rewards or incentives, while employees who do not meet expectations may be sanctioned or have their performance improved. By carefully implementing testing methods, an organization can ensure that each member of its team has the capacity to match the demands of the job, creating a solid foundation for individual performance and organizational success.

2. Settings

The regulatory method in human resource management consists of a strategy that focuses on the management and placement of employees within the organizational structure. This process involves managing tasks, responsibilities, and authorities to match the skills and capacities of each individual in a team or work unit. In addition, task and responsibility management is the most important focus, where appropriate mapping of each individual to the job that best suits their skills and competencies. The leader or manager is responsible for ensuring that each team member has responsibilities that match their role and contribution to the organization's goals. Furthermore, in the arrangement method, the placement of employees in the organizational structure also consists of the allocation of authority and responsibility according to each individual's level of expertise and experience. It consists of placing employees at hierarchical levels that match their abilities and potential. In terms of leadership style, the organizing method is more compatible with transformational leadership traits. Leaders who apply this method tend to focus on individual development and pay special attention to placing them in roles that can support personal and professional growth. Transformational strategies view employees as valuable resources that can be developed and empowered.

3. Usage

The use method in human resource management focuses on utilizing the potential of employees to achieve organizational goals. It involves a range of management practices, including performance management, employee development, and placing them in roles that align with individual strengths and interests. Performance management in use method emphasizes the achievement of predetermined goals and performance standards. It is the role of the leader or manager to set measurable goals and provide the necessary support to help employees reach their potential. This creates an environment where each individual feels encouraged to make their best contribution (Radjawane & Darmawan, 2022). Furthermore, the utilization method also consists of employee development. Leaders who implement this strategy will focus on identifying individual strengths and weaknesses, as well as facilitating training and development to improve employee skills and competencies. By investing in employee development, organizations can ensure that they have a team that is skilled and ready to face emerging changes and challenges (Lacy et al., 2009).

In leadership styles, the method of use is more often associated with transformational leadership traits (Retnowati et al., 2023). Leaders who implement this strategy tend to take on the role of mentor and motivator, guiding employees to reach their full potential. They encourage innovation, motivate through vision, and create an environment where employees feel supported in achieving their personal and professional goals. Through the use of methods, organizations can create a culture that pays attention to individual diversity and capitalizes on the unique strengths of each employee.

C. The Relationship of Leadership Style and Human Resources to Employee Performance

Leadership style and human resource management (HRM) have a significant impact on employee performance in an organization. A good relationship between these two factors can create a productive work environment and support employee growth. Here are some of the impacts that can occur:

1. Motivation

Inspiring and supportive leadership styles, especially transformational leadership, have a significant positive impact on employee motivation. Transformational leaders set clear goals and are able to motivate employees by bringing a compelling vision (Retnowati et al., 2022). By communicating this vision, leaders create a picture of the future that motivates

employees to work hard and contribute optimally. Employees who are familiar with their leader's vision and values tend to feel a sense of meaning and purpose in their work, creating a sense of pride and identification with the organization. In addition, positive interactions and support from transformational leaders create an uplifting work environment, build trust, and increase the sense of individual responsibility which in turn increases employee productivity and performance (Grant, 2012; Conchie, 2023; Sharifirad, 2013; Jiang et al., 2017).

2. Skills and Competency Development

Leadership styles that support individual development, such as transactional or transformational leadership, play an important role in the success of employee development programs. Transactional leadership can provide direct support and rewards for achieving learning goals, while transformational leadership encourages employees to exceed their own limits and see skills development as an integral part of their personal and professional growth. This creates an environment where employees feel motivated to improve their abilities and see opportunities for growth as an advantage. According to Hutomo and Darmawan (2011), the synergy between development programs and human resources has the necessary skills and competencies to face challenges that improve performance and make their maximum contribution to the company's success.

3. Performance Management

Effective leadership styles in performance management play an important role in helping employees understand job expectations and identify their development areas. Leaders who implement this are usually actively involved in setting measurable goals and are able to develop individual development plans. In performance management, a leader will clearly communicate expectations to employees. They communicate expectations regarding tasks, responsibilities, and success criteria. Furthermore, leaders also help employees identify their development areas. Involving employees in this performance management process tends to create strong relationships between leaders and team members. Employees feel supported and directed towards achieving their goals, while leaders gain more insight into the development needs for their employees. For this reason, a leadership style that focuses on performance management helps create a growth-oriented work environment for employees which ultimately improves employee performance and organizational success (Biron et al., 2011; Kinicki et al., 2012).

CONCLUSIONS

Based on the previous discussion, it can be concluded that the relationship between leadership style and human resource management has a significant impact on employee performance and overall organizational success. The leadership style chosen by the leader can influence motivation, employee development, and performance management. Human resource management, on the other hand, has an important role in designing policies, training programs, and performance management that support the implementation of effective leadership styles.

The advice for organizations is to consider their specific context and needs when choosing a leadership style. Flexibility in adapting leadership styles according to the organization's situation can increase effectiveness. In addition, close cooperation between leaders and human resource management in planning employee development programs and HR policies can create a balanced work environment and support individual and organizational growth. In addition, leaders need to recognize the importance of understanding team characteristics and choosing the most appropriate leadership style. When it comes to HR, their role is not only limited to administration, but also to the development of policies that support the balance of organizational and employee needs. Strong support from HR in ensuring effective recruitment, training, and performance management will strengthen the implementation of leadership styles and drive the achievement of organizational goals.

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