

The Role of Leadership in Human Resource Management – Proposing Conceptual Framework of Advanced Leadership Model

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Abstract

Although a numerous models about leadership roles are available in the literature however considering our environment and contemporary developments there was a dire need to design and propose a model which can better provide the concept of genuine roles to be played by the leaders in organizations. After going through a bulk literature and existing very famous and effective leadership models, a new design of model has been worked out. This model encompasses ten in number competencies which are very advanced and innovative and really fulfill the need of each leader to accomplish his well defined roles in the organizations. The model is titled as 'CLICKS PRIDE'. Thus this model helps in performance of daily based as well as advanced roles which enhance efficiency and effectiveness in the organizations. Adaptability of these essential and well elaborated competencies shall also enhance morale, motivation and quality of the employees. True understanding and implementation of the model shall be very supportive to achieve conducive working environment in the organizations.

Keywords: Encompasses, Competencies, Efficiency, Effectiveness, Motivation, Conducive.

1. Introduction

A series of organizational studies exploring the effects of Leadership Roles elucidates the connection between Importance of Leadership Roles, leading to Effective Human resource Management. Roles are the positions that are defined by a set of expectations about behavior of any job incumbent. Each role has a set of tasks and responsibilities that may or may not be spelled out. Roles have a powerful effect on behavior because money is paid for the performance of the role, there is prestige attached to a role, there is a sense of accomplishment or challenge, etc.

Relationships are determined by a role's tasks. Some tasks are performed alone, but most are carried out in relationship with others. The tasks will determine who the role-holder is required to interact with, how often, and towards what end. The greater the interaction, the greater would be the liking. This in turn leads to more frequent interaction. In human behavior, it's hard to like someone whom we have no contact with, and we tend to seek out those we like. People tend to do what they are rewarded for, and friendship is a powerful reward. Many tasks and behaviors that are associated with a role are brought about by these relationships. That is, new task and behaviors are expected of the present role holder because a strong relationship was developed in the past, either by that role holder or a prior role holder. We need to know how managers gain acceptance for their right to give orders, their right to higher status and deference.

Leadership model 'CLICKS-PRIDE' has been designed after a lot of study upon the subject of leadership. The ten competencies are considered as the need of the hour for each of the organization. Adaptability of these competencies can create a harmonious relationship recommended among the people thus enhancing a level of trust and confidence in favor of leadership as well. So it is felt that this model shall really make a difference by creating a beautiful, harmonious conclusive and attractive environment.

2. Models of Leadership Roles

2.1. Safles Leadership Model

Safles (1989) defines 10 leadership legitimating role which include demonstrating ability, achieving credibility, representing and buffering, anointing, manipulating social distance, setting consequential goals, giving technical aid, showing persistence, practicing power, and maintaining momentum.

2.2. Leadership Model of Executive Roles

McCrimmon (2004) envisaged that the concept of leadership has so far become ignored and unfocused, preventing managers from allocating their right time and energy as strategically as they should do. It is also very closely seen with *position* thereby discouraging non-managers from showing leadership. The practical implication of this model has proposed that:

- Clearer focus for senior leaders, enabling them to add more value.
- By fostering leadership throughout the organization, greater engagement of all employees.
- Less dependency on top-down leadership, wider ownership of the organization's mission and plans.
- More widespread creativity and innovation fuelled by broader engagement.
- Bottom up leadership, training for executives on how to foster and receive more upward challenges.
- Training for employees teaching them how to lead and challenge upward constructively.
- With appropriate training, more emphasis by executives on Catalyst and Coach Roles.
- Rather than too much emphasis on one "leader" more teamwork across the executive functions.
- Re-focused executive development initiatives – assessment for self-insight into preferred roles, how best to deploy their strengths, when to switch from one role to another and how to engage effectively in the Strategic self management role.

2.3. Bolman and Deal Leadership Model

In certain situations Leadership models help us to understand what makes leaders act the way they do. Here the ideal is not to lock you in to a type of behavior discussed in the model, but to realize that every situation calls for a different approach or behavior to be taken.

In the model of Four Framework Approach, Bolman and Deal (1991) suggested that leaders display leadership behaviors in one of four types of frameworks: Symbolic, Human Resource, Political, or Structural. The style can either be effective or ineffective, depending upon the chosen behavior in certain situations.

- *Structural Framework* - In an effective leadership situation the leader is a social architect whose leadership style is design and analysis. In an ineffective leadership situation the leader is a petty tyrant whose leadership style is details. Structural Leaders focus on structure, strategy, environment, implementation, experimentation, and adaptation.
- *Human Resource Framework* - In an effective leadership situation the leader is a catalyst and servant whose leadership style is empowerment, advocate, and support. In an ineffective leadership situation the leader is a pushover, whose leadership style is fraud and abdication. Human Resource Leaders believe in people and communicate that belief; they are accessible and visible; they support, increase participation, empower, share information, and move decision making down into the organization.
- *Political Framework* - In an effective leadership situation the leader is an advocate, whose leadership style is building and coalition. In an ineffective leadership situation the leader is a hustler, whose leadership style is manipulation. Political leaders clarify what they want and what they can get; they assess the distribution of power and interests; they build linkages to other stakeholders; use persuasion first, then use coercion and negotiation only if necessary.
- *Symbolic Framework* - The leader is a prophet, whose leadership style is inspiration in an effective leadership situation. In an ineffective leadership situation the leader is a fanatic or fool, whose leadership style is mirrors and smoke. Symbolic leaders view organizations as a theater or stage to play certain roles and give impressions; these leaders use symbols to capture attention; they discover and communicate a vision, they try to frame experience by providing plausible interpretations of experiences.

2.4. The Four Roles of Leadership Model

Today, turbulence reigns in what Covey (2003) terms the “permanent white water world.” The four Roles of Leadership delivers the context, processes, and tools to lead successfully – even in a time of turbulent change. They are:

- a. *Path finding (Creating the Blueprint):* Great leadership begins with clarity of purpose and thought. Path finding is the ability to blaze the path that links what you’re passionate about delivering to what your customers are passionate about getting.
- b. *Modeling: (Building Trust with Other – the Heart of Effective Leadership).*
- c. *Aligning: (Creating a Technically Elegant System of Work):* If path finding identifies a path, aligning the results you want, it is due to a misalignment somewhere.
- d. *Empowering: (Releasing the Energy, Talent, and Contribution of People):* True empowerment yields high trust, productive communication between team and individuals, and innovative results where each team member feels welcome to bring their genius to the table.

2.5. Peter Rock Consulting Leadership Model

Peter Rock Consulting elaborated following Leadership roles:

- a. *Strategic Business Partner* In this role HR leader provide valuable suggestions, ideas and activities to help organizations execute their business strategies through processes, cultural initiatives, systems and people. To be successful in this role, HR leaders need to think systemically and strategically, identify current organizational gaps, provide alternatives for consideration, and influence their business partners to collaborate in the implementation of their initiatives.
- b. *Change Catalyst*, HR leaders act as “spark plugs” for change, abandoning, ineffective and outdated systems and proactively designing or implementing extra effective alternatives. They encourage other leaders to learn and grow and serve as true models for that growth by updating their own competencies and skills. They continually remain open to new ideas, seek creative solutions from their staff, and seek to understand, customize or apply best practices.
- c. *Functional Expert* As administrators, HR leaders need to balance a focus on rules and policies with value-added functional expertise. Improving efficiencies through the adoption of new technologies, job design, structural reconfigurations, consultant support, and outsourcing strategies are some of the ways in which this role can be fulfilled. Automating processes and engaging their personnel in other value-added activities will be essential in order to contribute to the overall success of their organizations.

3. Proposing Advanced Leadership Model – CLICKS PRIDE

A sequence of studies exploring the effectiveness of Leadership Roles in different Organizations, providing the set of interdependent roles to be adapted to become a proficient Leader for the Human Resource Management. Akbar (author of this paper) and Shuja (2007) proposed an “Advanced Leadership Development Model” designated as “CLICK’S PRIDE” to emphasize that a proficient Leader Click’s the Pride (Satisfaction / Self-respect / Self-Actualization) eternally in all respects. In this climate of change, leadership style is viewed as the key to organizational success. The leader needs to become increasingly adaptable – making sense of uncertainty and managing complexity. The competencies of Communication, Learning, Influence, Confidence, Knowledge, Strategy, Priorities, Relationships, Integrity and Delegation catering along the electronic dimension (Figure 1) are coming to the core and demand of a more participative leadership style. Developing a culture of leadership in which people can excel is being seen as increasingly important, as is the need to create and communicate a shared long-term vision. As the need for good strategic leadership becomes critical, it is proposed that further steps need to be taken to identify, develop and support potential future leaders from an early stage. The emphasis should be on experiential and reflective learning that builds upon innate qualities and personal experiences, and enhances the ability to define and communicate a vision and to adapt to different contexts and situations, to turn the vision into reality.

The Model accomplishes within FIVE phases which are as follows:

1. Prologue of CLICK'S PRIDE within an individual.
2. Proficient Adeptness of the TEN Leadership Competence.
3. Assessment of the Aptitude and Propensity of an individual.
4. SYNCHRONIZE the ten Competences in five pairs to maneuver efficiently.
5. FEEDBACK of the Acquired Expertise by the individual.

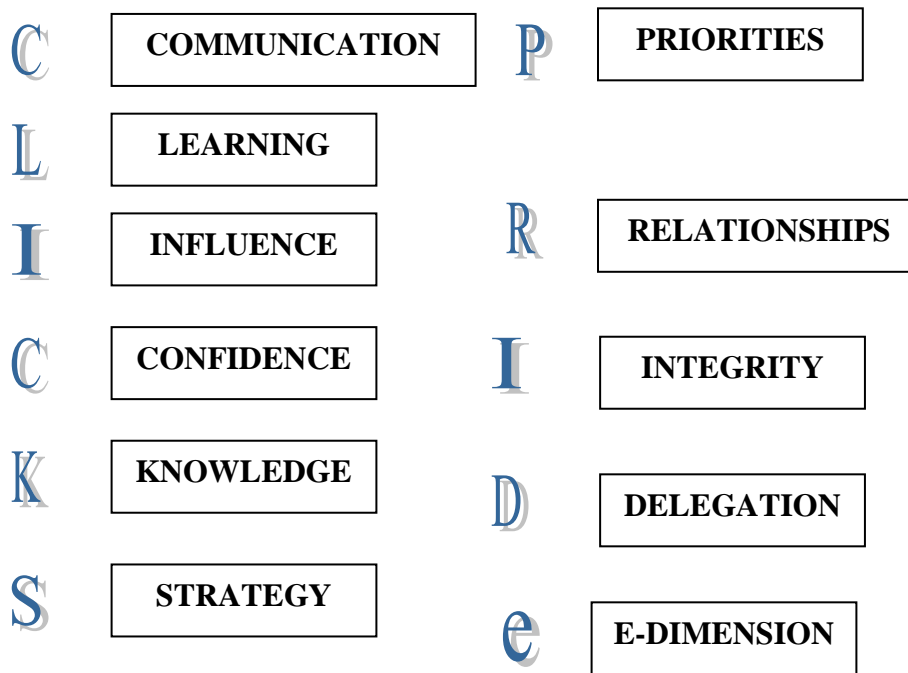


Figure 1: Leadership Roles Conceptual Framework

3.1. Communication

Dran (2004) has highlighted that a leader's role is that of a 'Communicator' and further says that he should be a "Pumping Station" not a "bottle neck." Akerson and Mai (2003) narrates that Leader as Communicator examines the many communication-based roles one must master in order to maximize the effectiveness as a leader. These roles include: Trust Builder, Critic, Navigator, Provocateur, Learning Advocate and Renewal Champion. Hammonds (2004) while placing communication in leadership role mentioned that in counseling role, communication role is of greater importance. He writes that Hargie et al., (1994) identified effective communications as a significant factor in determining organizational success. In the leadership literature there is an increasing emphasis on the importance of interpersonal communication skills. Effective communication skills include not only the delivery of messages but also listening skills. West-Burnham (1997) stated that 'Most people can hear perfectly adequately but only a minority can actually listen in the sense of genuinely attending' Active listening is about sensitivity to others' feelings and perceptions, and it is a total involvement in the communication process. West-Burnham (1997) further established that real understanding can only be obtained when active listening is involved.

Bennis et al., (1994) believed that the leadership skill of communication is a two-way process developed through listening, enabling every member to learn where he/she can fit into a team. Moreover, the skill of 'facilitating' within the team can enable everyone to perform at his or her peak level within a common vision and mission. Leigh and Maynard (1991) narrated the importance of communication and wrote that vision that stays locked inside your head is useless. Kohles (2000) conducted this study which addresses the problem of how to align employee behavior and decisions with the strategic direction and goals developed by organizations. Results supported all four

hypothesized relationships of the basic model. A more complex theoretical model was then analyzed, comparing measures of vision-related leadership and communication, with various indices being found significant.

3.2. Learning

Muthusamy and White (2005) examined that, "Although social interactions and exchanges between partners are emphasized as imperative for alliance success, comprehensive examination of how social exchanges facilitate learning and knowledge transfer in strategic alliances is lacking." Drawing on social exchange theory, the study examined the effects of social exchange processes between alliance partners on the extent of learning and knowledge transfer in a strategic alliance. London and Sessa (2006) while exploring learning on continuous basis as even in groups, explores relationships between feedback, group learning, and performance. It considers how feedback to individuals and the group as whole supports continuous group learning. Bristol (2003) in the study's findings, applied Riddell's (1999) concepts of program and evaluation capacity building success. The findings suggest that the school improvement paradigm holds real possibilities for quality improvement if evaluative activities are developed, not by themselves, but as part of improved professionalism at teacher and administrative levels.

Chan and Scott-Ladd (2004) while declaring organizational learning as leadership role noted that "In a business environment of rapid change, many organizations seek to embrace organizational learning strategies to harness the abilities of all members. Sosik et al., (1999) suggested that "Prior research has assumed that traditional mentor protégé relationships based on mutual learning and development orientations operate at the dyadic level of analysis."

3.3 Influence

Clark (1999) researched that Markets, companies and various forms of business organizations may all be usefully viewed through the lens of Complex Adaptive System (CAS). Important fundamental issue that confronts both the theoretician and the business manager: the nature and opportunities for control and intervention in complex adaptive regimes. Hemlin (2006) through this study analyzed how leadership and organizational support (LOS) influences creative knowledge environments for research groups in biotechnology. Leadership, influence, and power are inextricably linked. In fact, some scholars think that understanding power and the use of influence might be the most important concepts in all of leadership (Burns, 1978; Gardner, 1990; Hinkin and Schriesheim, 1989). While the concepts "power" and "influence" are often used synonymously, for this study, power is defined as the capacity to cause change. Influence is the degree of actual change in a target person's attitude, values, beliefs, or behaviors (Hughes et al., 2002). Several authors note that successful managers expand their power by learning how "to influence someone higher in the formal hierarchy of authority in the organization" (Ranter, 1983; Yukl and Falbe, 1990; Kotter, 1985; 1990). Others observe that the ability to influence superiors can be "acquired, enhanced, or reduced" by a manager's behavior (Case et al., 1988; Bartolome and Laurent, 1986).

In terms of using upward influence tactics effectively, several empirical studies offer strong support for the idea that the most effective leaders in organizations understand the nature of influence, understand what influence tactics are available to them, and know "how" and "when" to use those tactics (Case et al., 1988; Kaplan, 1986; Kipnis and Schmidt, 1988; Mowday, 1978; Schilit and Locke, 1982; Yukl and Falbe, 1990).

3.4. Confidence

Kwok et al. (2000) in their study aims to investigate the pattern of work life of new and experienced principals in terms of leadership forces, management difficulties, confidence to overcome difficulties, sense of efficacy, and job satisfaction. The findings suggest three stages of professional growth of secondary school principals, namely, the observing stage, the action stage and the stability stage. Lambrecht et al., (1997) explored *Chief Vocational Administrators'* (CVA's) perceptions of the importance of on-the-job experiences to leadership development. Bolger et al., (2000) suggest that, "When the conditions of a competitive market are simulated in a game, the number of people deciding to enter each round approaches the game-theoretic equilibrium after a few rounds. Jong and Ruyter (2006) conducted research on the increasing implementation of Self-Managing Teams (SMTs) in service delivery and suggests the importance of developing confidence beliefs about a team's collective competence. The findings reveal divergent results for team efficacy and group potency, suggesting that team efficacy has reciprocal, causal relationships with service revenues and customer-perceived service quality. In contrast, group potency has no causal relationship with service revenues. Finally, customer-perceived service quality predicts group potency, whereas no evidence for the reverse effect is provided.

3.5 Knowledge

Hurley and Green (2005) established that Non-governmental organizations (NGOs) need to manage their knowledge similarly to for-profit organizations. Leavitt's model of organizational change is presented as a framework for affecting cultural change. The model suggests that four subsystems - technology, people, task, and structure - need to be balanced and coordinated - and the introduction of technology, alone, is not sufficient for the development of effective Knowledge Management (KM) programs. Berry (2003) discuss the importance and Pursuit of Foreign Knowledge. The research analyzes how firms in different technological and market share positions use foreign R&D to augment their technological capabilities. The Knowledge Performance (KP³) methodology assesses the contribution of knowledge to business performance by employing product and process as intermediaries between the two. The understanding of the contribution is essential because it makes it possible to assess the productivities of knowledge entities, evaluate and compensate knowledge workers, and to allocate and develop human capital (Ahn and Chang, 2004). The importance of cultivating new nursing leaders is imperative for a healthful society. Gaining knowledge to become an effective nurse leader is one way to ensure quality health care for the future (Mahoney, 2001).

Politis (2002) examines the relationship between credibility, the dimensions of power and a number of knowledge acquisitions attributes. There are three major findings in this research. First, the relationship between expert power and the knowledge acquisition attributes of personal traits, control and negotiation is positive and significant. Second, the constructs of coercive and referent power are likely to have a negative influence on employees' knowledge acquisition and knowledge sharing. Finally, the findings have clearly shown that the management dimension of credibility has a positive and significant impact on the knowledge acquisition attributes of control and negotiation. Results reveal that the real challenge for organizations in the UAE is to provide a working environment that encourages and fosters expert power and credibility and, by extension knowledge acquisition and knowledge sharing.

Iles et al., (2003) advice that "Knowledge is increasingly claimed to be a key critical resource and source of competitive advantage in the modern global economy, especially with the rise of the service economy, the growth in the number of 'knowledge workers', the increasingly rapid flow of global information, and the growing recognition of the importance of intellectual capital and intellectual property rights."

3.6. Strategy

Pajunen (2006) considers what has changed in strategic leadership during the last century and if we could learn something from the past. Cornelius et al., (2004) has determined that a leader must take on certain "roles" to be truly effective. Magdaraog (2003) conducted a similar global leadership study, the nine roles and their corresponding descriptions declare that a leader must be strategist who develops a long-range of action or set of goals to align with the organization's vision.

Tarafdar, Vaidya and Hienemann (2006) suggest that leaders in organization have to play strategic role, and proposes that IS investment by organizations in India has increased significantly over the last 10 years, as Indian firms have deployed IS for modernizing and reengineering their processes. Recent studies have shown that Australian human resource management (HRM) has taken on a 'strategic' status. Implicit in these studies is the need for practitioners to effectively manage both macro and micro environmental challenges. Successful repositioning of the HRM function suggests that practitioners must perform three major roles, categorized as (i) strategic; (ii) consultancy; and (iii) service roles. Effective performance of these roles requires a mixture of three different types of skills, such as (i) strategic; (ii) organizational; and (iii) personal skills. The future direction of Australian HRM practitioners is to form a collaborative business partnership with line managers to ensure enhancement of their organizational and professional status.

3.7. Priorities

In recent years, governments, development agencies and civil society organizations have prioritized education. Strengthening the 'research capacity' was high on their agendas in the global 'knowledge economy'. Yet, while efforts to strengthen research capacity are underway worldwide, established modalities of social and educational research are being criticized for not contributing enough to the improvement of policy and practice. A postcolonial analytical framework is developed from two bodies of theoretical literature. The first, Holmes (2002) relates to

knowledge, development and post-colonialism. The second, Fisher (2004) relates to contemporary debates about the nature and purpose of social and educational research. James (2003) suggests that the UK Overseas Territories face many similar development challenges to those encountered by small states: scale and isolation; economic, political, social, environmental and cultural vulnerability; the impact of rapid globalization; the implications of information and communications technologies; and the growing importance of high skills economies.

Yamuna (2002) examines the extent to which currently powerful international themes and agendas, promoted by the World Bank and other multi-lateral institutions, have impacted education policy priorities in the small nation-states of the Eastern Caribbean. The study is conducted within the critical hermeneutics tradition and employs the method of documentary analysis in an intrinsic case study of St Vincent and the Grenadines. It examines how the intensification of globalization, combined with currently powerful agendas of multi-lateral developmental institutions, continues to create new and important challenges for education development in the Eastern Caribbean nation-states. Baodong (2004) examines the city and suburb differences in economic development priorities at the city-administrator level. Results show that there is a high level of consensus among city and suburb administrators regarding the importance of economic development and job creation. However, central-city administrators accord a greater level of importance to job creation and to a regional economy than do administrators in suburbs. Furthermore, the administrators' perceptions of policy priorities are also conditioned by the structure of their local government.

3.8. Relationships

Shakeela (2004) advice that, "Despite the acknowledged importance of managerial leadership, and the continual interest in the concept, the phenomenon continues to attract controversy about conceptual and methodological issues." Rajagopalan et al., (1993) and Schwenk (1995) studied integrative models of strategic decision-making by examining decision-making variable interactions in a field study of non-North American managers. Results found some evidence to support the use of integrative models and variable interaction. The study concludes by noting that: (1) integrating multiple perspectives (environmental-based decision-making and managerial characteristics) and including variable interactions enhances what we know about the strategic decision-making process; and (2) much more research is needed before knowing which aspects of strategic decision making can be generalized and which cannot.

Eby (2004) focus on mentorship effectiveness from the perspective of the mentor. Results indicated that mentorship type (formal vs. informal) did not have a direct relationship with mentorship effectiveness, but did interact with mentorship duration. Additional results and implications are discussed. Schleich (2003) proposes that emotional well-being is also a factor. The antagonistic dimensions of employer/employee relations among the principle parties, students, teachers, support staff and managers take a toll on the alacrity of the leader.

3.9. Integrity

Storr (2004) conducted a research which gives an account of a study into the relationship between leadership and integrity. There is a critical analysis of the current literature for effective, successful and ethical leadership particularly, integrity. The findings suggest that leaders are not judged according to the ethical nature of decision making and leading and managing complex change but that the importance of integrity and ethical leadership correlated with higher levels of hierarchical status and that it is assumed by virtue of status and success that leaders lead with integrity. Petric (2000) identifies the challenge of holding contemporary business leaders accountable for enhancing the intangible strategic asset of integrity capacity in organizations. After defining integrity capacity and framing it as part of a strategic resource model of sustainable global competitive advantage, the stakeholder costs of integrity capacity neglect are delineated. To address this neglect issue, the authors focus on the cultivation of judgment integrity to handle behavioral, moral and hypothesized economic complexities as key dimensions of integrity capacity. Finally, the authors recommend two leadership practices to build competence in business leaders to enhance integrity capacity as an organizational strategic asset.

In previous literature on employee selection, leadership, and organizational trust, scholars have identified integrity as a central aspect of work behavior. However, despite important contributions, their work often has confused integrity with other concepts (especially honesty and conscientiousness) and has treated integrity as either a morally neutral or relativistic phenomenon. The philosophy of "Objectivism" solves these problems by providing a definition of integrity that distinguishes the term from related concepts and by integrating integrity into an objective code of morality (Storr, 2004).

3.10. Delegation

Abe and Babylon (2005) explained, “The NAVY with its historical and present emphasis on developing subordinates through increased responsibility and authority cannot afford leadership training which is ineffective”. Zhang et al., (2006) proposes that Virtual Teams are becoming an important work structure in software development projects. However, a number of issues arise due to the complexity and newness of the virtual team context. One such issue relates to when and how team leaders should delegate authority and responsibility to the team. Previous studies have yielded conflicting results. Hayden (1999) provides staff management strategies for directors and others involved with the management of early childhood settings and suggest ways to effectively delegate authority and tasks in order to reduce administrative pressures and workload. Genrich et al., (2001) provide evidence that Health care leaders read case studies and identified leadership styles appropriate for the scenarios. Results suggest that participating in a class on the use of the Vroom-Yetton-Jago Leadership Model may help leaders gain the skill needed to delegate decision making to groups.

Conclusion

With the concept of paradigm shift over from traditional terminology of management towards ‘Leadership’ for the improvement in effectiveness and efficiency in organizational performance, need is also felt to acquire this philosophy in our local level from the global environment. This is well established that the amount of work carried out on leadership in our region is negligible and we are still floating upon the old, classical and traditional concept of backward hierarchy all around.

Present study of proposing a conceptual framework about the role of leadership in Human Resource Management deals with the responsibilities, functions, behaviors and importance of leadership. Previously managers used to be understood as leaders, but with the passage of time need were felt to change this terminology because words play role in all scenarios and situations. Therefore organizations throughout the world has felt the difference and agreed to incorporate the leadership concepts in their working environment and in HRM philosophy in particular.

A number of different models on Leadership are floating all around the globe in the organizations. For development and assessment context, multiple questionnaires / tools and instrumentation are available in the market. The researcher of the present study (Author of this paper) attempted to bring a new model on “Leadership” on surface which appears to be Economical, Adaptable and Applicable to assess and develop leadership among the personnel working at corporate sector as well as public sector organization.

All the organizations whether working at national or global level, at government or private sector can be benefited from this paper. The leaders/managers directly heading their personnel or HRM departments will draw maximum knowledge and skills to improve their organizational efficiency. The students, professors, managers and administrators engaged in probing and research in the area of management, leadership and HRM, can get boost by taking start from this paper to achieve further climax of their mission and career.

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