



SELINUS UNIVERSITY
OF SCIENCES AND LITERATURE

**THE IMPORTANCE OF HAVING HUMAN
RESOURCE MANAGEMENT AND CHOOSING THE
RIGHT LEADERSHIP STYLE IN A MANUFACTURING
COMPANY**

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DECLARATION

The dissertation titled "THE IMPORTANCE OF HAVING HUMAN RESOURCE MANAGEMENT AND CHOOSING THE RIGHT LEADERSHIP STYLE IN A MANUFACTURING COMPANY" submitted for the Award Philosophy Doctorate in Business Administration at Selinus University of Sciences and Literature, Faculty of Business and Media; is my original work.

"I do hereby attest that I am the sole author of this project/thesis and that its contents are only the result of the readings and research I have done."

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BACKGROUND/INTRODUCTION

The manufacturing industry is consistently changing, in that, people and technology are always changing and for the company's survival, it cannot become complacent. Effective human resource management (HRM) and leadership styles play a critical role in the success of any company as it aligns human capital with business goals which overall enhances efficiency.

The focus of this paper is to explore the significance of HRM practices and the selection of appropriate leadership styles within the manufacturing sector. This study will provide a comparative analysis between a manufacturing company with an established human resource management (HRM) system and one without. Additionally, it will examine similar comparisons in companies outside the manufacturing sector.

Furthermore, it will explain the impact of HRM systems on organizations' performance and employee outcomes across different industries. By looking at the distinguishing features between a company which has an established HRM system versus a company without such in place will provide insights into the benefits and challenges associated with implementing HRM practices in various organizational contexts.

When we make mention of HRM practices it often entails task such as recruitment, training, performance management, and employee engagement, just to name a few. These practices are overall essential in any company regardless of the industry in which it operates. Companies seek to attract and retaining skilled workers, build a positive organizational culture, with the hopes of achieving efficient production which essentially leads to greater profitability. Moreover, HRM ensures that companies remain compliant with labour laws and regulations, provides guidance on how to handle workplace conflicts.

Effective HRM practice takes into account individual differences. After identifying these differences, it will guide the company on measures to adopt or implements, which will allow employees to excel in the workplace. To avoid conflict with employees should view these measures as equal, fair and accepting to all. If HRM is implemented

effectively it will provide the company with many cost-cutting benefits through employee satisfaction.

The choice of leadership style significantly impacts organizational outcomes in every company. For example, let us look at three varying leadership styles transformational, transactional, and situational leadership. A transformational leader is heavily involved in the process. They tend to be supportive, enthusiastic and passionate in achieving its goals. They provide the necessary guidance, support and inspiration to other members for the success of the group.

Transactional leadership, focusing on rewards and punishments based on performance, this may be effective in certain operational areas within manufacturing or any other industry, but it may not be sustainable over the long run. Situational leadership, on the other hand, suggest that leaders should adjust their style based on the specific needs of employees and the demands of the different processes. This flexibility allows leaders to effectively address challenges, and benefit from opportunities.

In conclusion, the leadership style adopt may well be dependent on the situation, and or the manager/leader belief. Integrating sound HRM practices in with appropriate leadership style or styles is crucial to successfully drive competitiveness for any company within any industry. It goes without saying, that by prioritizing employee well-being, having open and effective communication, aligning leadership strategies with organizational goals, manufacturing companies can enhance sustainable operational efficiency in today's dynamic business environment.

The company for which the idea of this paper was born, is Worthy Park Estate. It is ones hope that this paper will provide comprehensive insights and practical recommendations for management to decide implementing HRM is the way forward. Worthy Park Estate is a Jamaican rum distillery and sugar manufacturer, located in St. Catherine, Jamaica. It was founded in 1670 and has a rich history of producing high-quality sugarcane-based products such as spirits, sugar, and molasses. The estate is

known for its use of pot stills and aging in oak barrels in its rum distillation. Worthy Park is committed to sustainable practices, including environmental conservation and community engagement.

Worthy Park Estate has implemented various initiatives aimed at promoting sustainability and is committed to achieving zero waste where possible.

Worthy Park has historically operated without a formal Human Resource Management framework. While this approach has yielded success in the past and continues to be functional to some extent, there is a growing recognition of challenges stemming from decision-making by individual managers. This issue has been at the forefront as staff members express concerns and grievances regarding the impacts of certain managerial decisions, which is worsened by variations in leadership styles used by various leaders over time.

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This topic is of great significance to me as I would love to be able to guide my employer to adapt to changes in this operational aspect of the business. I would like to heartily express a great big thank you to my Coordinating Supervisor Professor Salvatore Fava who not only took the time to provide much needed guidance but also gave me words of encouragement to carry on each step of the way.

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INTRODUCTION

At the core of every company whether it is non-automated or semi-automated is its human capital, which is the employees. Many companies establish a Human Resources department is to manage these valuable assets.

Storey (1995) defines Human Resource Management as “A distinctive employee management approach that has the primary objective of achieving competitive advantage through deploying a highly capable and committed workforce by integrating cultural, structural and personal techniques”.

Human Resource Management (HRM) involves various functions, throughout this paper focus will be given to areas such as recruitment, training, performance management, and employee relations. It will further demonstrate how an effective Human Resource Management system ensures alignment between organizational goals and individual aspirations, how it fosters a positive work culture and enhances employee engagement and retention. In today's competitive business environment, HRM serves as a strategic partner, which drives innovation, adaptation, and sustainable growth. The knowledge and acceptance on the importance of HRM especially when used with the right choice of leadership style is essential for success in this modern landscape.

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CHAPTER 1

LITERATURE REVIEW ON HUMAN RESOURCES

WHAT IS A HUMAN RESOURCE (HR)?

Many sources do not provide an accurate definition of the term 'Human Resource'. Oftentimes, they refer to the tasks of the human resources department or human resource management, as opposed to what it is. The term 'Human Resource' is used to refer to a person who work by giving their skills or knowledge in return for compensation; these individuals make up the workforce.

WHAT IS HUMAN RESOURCE DEPARTMENT?

The Human Resource department is a section that is set-up within an organisation that focuses on managing the organization's most valuable asset: its employees. This department handles all human-related matters. It operates the same as any other operational department within the organization. Personnel employed within a company that has a traditional human resource system are tasked with the administrative and operational duties such as– payroll, record-keeping, recruitment, onboarding, legal, train and develop, benefits, compensation, and termination, among others.

WHAT IS HUMAN RESOURCES MANAGEMENT (HRM)

Though managing people has always been in existence, the term "Human Resource Management" is quite recently used. Human Resource Management is a modern term used for managing human resources within an organization to ensure that they achieve maximum performance out of them. This oftentimes leads to a favourable outcome for the organisation. Tasks in this approach not only includes those in a traditional human resource system but extended to include aligning human resource with the organisations strategic goals, talent management, performance management, developing positive work culture, forecasting future needs and the list goes on.

This shift to a modern approach is greatly valued because it allows organization to easily adapt to changes. These changes may come in different forms such as when an organization grows, so does their HR needs. Organisation now have a shift to

include employees in the decision-making process or it could very well be from changes in technological advancements, which will require greater talent recruitment. With these and other developmental changes in mind, HRM will create and develop activities, policies and procedures to ensure employees never forget the organization goals.

EVOLUTION OF HUMAN RESOURCE MANAGEMENT (HRM)

The evolution of Human Resource Management (HRM) can be traced through several distinct stages, each characterized by different approaches to managing human resources within organizations. It is important to note that the end of an era does not mean the relevance of that era has come to an end. You will often find some practices from one era being used in another era.

Having knowledge of the origins of Human Resource Management (HRM) means understanding how and why HRM practices, principles, and concepts are developed over time. This will make it easier for us to understand the foundation on which HRM practices were built. It also allows us to trace the development and evolution of ideas, practices, technologies, or movements which will enable us to understand the lessons learned throughout the era that led to its current state of progression. Having this knowledge will pave the way for others like me to build on what exists today and contribute to its ongoing development.

INDUSTRIAL REVOLUTION ERA

This era started during the 1850s. It saw an increase of machinery used in production processes. This is where the concept of large workforce and monotonous task in production began.

During this era, a lot of employees migrated from their hometowns to live closer to these areas for employment. Manufacturers were very focused on workforce efficiency and labour relations, covering basic employee welfare through a formal personnel department.

The industrial revolution era saw the establishment of the first three aspects of HRM: recruitment, training and control/monitoring of employees. It was also during this period that factories started mass production.

TRADE UNION MOVEMENT ERA

This era saw several unions/movements created. Employees started to form groups based on their common interests and acted as a united front when making demands on management. Some of these demands had to do with pay, working conditions, benefits, among others.

This era also saw an increased number of strikes, boycotts, walkouts and even riots taking place. This mainly occurred due to the hostility and resentment the employees faced from not only their employers but also the government and its counterparts; going through World War I only worsened the situation.

Due to operational downtime and loss of revenue, manufacturers were then forced to place greater focus on workers' rights, wages, and the conditions in which they were made to work. Today, trade unions are still being used by mostly lower-level employees in many companies, especially those in the manufacturing industries.

SOCIAL RESPONSIBILITY ERA

During the 20th century, managers and owners began adopting a more humanistic approach towards employees. This may very well have been a means to prevent any occurrence of what took place during the Trade Union movement era. While employees felt the brunt of their actions, the employers were not spared as the disruption in production caused a disruption in their supplies to customers, which caused a decrease in profitability. They realised that if employees are satisfied, they will be more productive, which leads to greater output and increased income for them.

It was during this era that the labour laws were amended to abolish child labour.

Robert Owen, a British activist, humanitarian, and cotton mill owner is recorded as the first person to implement what was called, the paternalistic approach during this period.

The paternalistic approach says the employee is like a child and the owner is like the father, so it is the duty of the father to take care of the child.

SCIENTIFIC MANAGEMENT ERA

This was introduced by Fredrick Winslow Taylor and took place during 1900s to about 1930. It was notably the period when factories sought to introduce technologically advanced equipment into their production process. This automation is believed to be able to increase production, reduce production time, and minimise wastage.

Companies are now faced with a new challenge after this implementation and that is training. They must now focus on providing the required training for employees so that they could operate the machines effectively, and prevent inappropriate use of machinery, and avoid accident.

In addition to training the company must now look at recruiting individuals who were knowledgeable in this use of the machinery and when they identified individuals with great skills in the usage or maintenance of the equipment, they had to resort to a reward system to retain them. Hence, the introduction of reward and performance management systems can be traced back to this era.

HUMAN RELATIONS ERA

This era saw where managers became more interested in understanding the various factors that affect human behaviour. Employees well-being, work-life balance and job satisfaction became a focus of management as they concluded that these factors play an important role in how employees carry out their jobs.

During this era Psychologist Elton Mayo became prominent with his famous Hawthorne study which was conducted on the Western Electric Company. This study was done to gain a better understanding of the relationship individuals have based on certain variables and how they respond. These variables include but are not limited to working conditions, productivity, morale, habits, among others.

Mayo's study concluded that productivity depends on the variable that has an impact on the employee in question. This led managers to now adopt a more participative leadership style in that employees were now involved in the decision-making process.

BEHAVIOURAL SCIENCE ERA

This era focuses on gaining a better understanding of how the behaviour of human affects the inner workings of the company. Managers in this era placed an emphasis on the psychological factors that influence employee's behaviour. In order to get optimum benefit from employees, managers realised they would now have to take a more personal approach as one size does not fit all. They needed to find unique ways to keep them satisfied, motivated and even adapt the style of leadership they practice with each of them.

It is from this approach that new tools and techniques were developed for assessing employees to be able to identify how the company could improve to meet their satisfaction level.

SYSTEMS AND CONTINGENCY APPROACH ERA

This era and approach to HRM have been recently implemented. It views the organisation as a complex system with interconnected parts and because of that HRM must take the issues at hand into consideration then tailor its practices to meet the company's needs.

Throughout this era the focus was on the interrelations and connection of various elements within the organisation, system approach and solutions are based on the consideration of several factors and not just a one size fits all, contingency approach.

During this era great emphasis was placed on aligning HRM practices to the organisational goals. This ensures that everyone understands what is expected of them and is works toward the same goal.

HUMAN RESOURCE MANAGEMENT ERA

Human resource management was formed from the understanding that handling a large amount of people is very difficult. This led to the shift from personnel management, which was administrative task which focuses on payroll, compliance, hiring, among others proved to be insufficient in addressing the evolving needs. It now focuses on a more strategic approach in that new HRM practices and systems were developed to enhance employee engagement, motivation and performance. This has become the approach adopted by many organizations operating in today's business world.

To remain competitive and be able to quickly respond to changes in the marketplace many organisations opt to implement Human Resource Management systems. This not only allows organisations to better manage their administrative processes but also enables them to efficiently make decisions based on existing data.

Table 1 - Human Resource Management Era

Era	Stage	Focus
1900	Employee welfare	Concerned with working conditions within the workplace.
1920s	Personnel Management	Administrative, compliance and transactional tasks.
1930s-40s	Human Relations Movement	Social and psychological factors that influence employee behaviour.
1950s-60s	Behavioural Science	Emphasize the importance of understanding individual and group behaviour in the workplace, leading to the development of techniques such as job enrichment, employee participation programs, and performance appraisal systems.
1980s-90s	Strategic HRM	Emphasize the role of HR as a strategic partner in driving organizational success by analysing the external environment, assessing internal capabilities, and developing HR strategies to support business strategy.

Early 21st Century	Talent Management	The importance of attracting, developing, and retaining top talent. Talent management encompasses activities such as recruitment, training and development, succession planning, and performance management, with a focus on nurturing high-potential employees and building a strong organizational culture.
21st Century onwards	Digital HRM	Leveraging technology for HR processes, data-driven decisions such as remote work policies, online training platforms, and data-driven recruitment methods.

The evolution of HRM reflects a broader shift in organizational priorities, social values, and technological advancements.

WHY IS HUMAN RESOURCES MANAGEMENT (HRM) IMPORTANT?

This list is not exhaustive but let us focus on the major items. HRM provides support for all employees throughout their employment term within the organization. This supportive environment will lead to employee satisfaction thereby increasing productivity and retention rate.

Managers over the years have realised that an increase in employee engagement boost the organizations profitability. Having that knowledge, they use HRM to achieve that goal. Not only that HRM creates inventive ways to keep employees motivated and keep them satisfied.

Like every department with specialised personnel in their field so does HR department. HRM personnel will be more au fait with the laws that govern employees and will assist the organization to prevent breaches that could possibly lead to lawsuits. This also prevents reputational damage and gives the organization a competitive advantage in the labour market.

When there is an implementation of anything we like to know its progress, the same goes for employees. HRM implements performance appraisal systems that link the task of each employee with the organization goals and objectives.

As stated earlier, HRM is important as it enables the organization to adapt to changes, this is also true for employees. HRM understands the organization outlook and can staff according to the organization new staffing requirements. This can be done either by recruiting new talent or provide training for current employees to meet this demand.

Not having the required skills to be able to align an individual to the company goals and making the right decision of recruiting the best fit could create negative exposure for the organization. This may lead to an increase in turnover rate, possible public lawsuit, reputational damage which may incur significant cost for the company, HRM can mitigate or minimise the impact of these associated cost.

LITERATURE REVIEW ON LEADERSHIP STYLES

LEADER

A leader is someone who operates within a place of authority within an organisation and are mainly focused on making decisions, setting goals and ensure they are achieved. To effectively lead persons to achieve the organisation goals a leader must be able to motivate, influence and or directing others to achieve a particular goal.

Daniel Goleman, in his book "Emotional Intelligence: Why It Can Matter More Than IQ," argues that emotional intelligence plays a key factor in effective leadership, as it enables leaders to inspire and influence others in a positive way. Leaders who possess a high level of emotional intelligence can connect with their employees on a deeper level, they are better at understanding their needs and motivations.

The authority from which one becomes a leader can be gained from inheritance, personality or through learning and experience. Gerald A. Cole (1996) listed five types of leaders based on how they acquire their level of authority as charismatic, traditional,

situational, appointed and functional. He further went on to explain each type of leader, a charismatic leader is one influence others based on their personality and this personality he acknowledges cannot be acquired from Training.

A tradition leader gains their position from birth, these persons include royals, business leaders, political dynasties, tribe or clan. If one born in any of these families, they automatically have some level of leader status. Situational leaders are those who gain their authority by being in the right place at the right time. Furthermore, this type of leader can easily be found in a group of protestors. The person who is willing to speak up about the issue the group is facing might be looked upon as the now new leader. The appointed leader is your typical managers and supervisors who are found in our organizations today. Finally, the functional leader who gains their position based on their task. This leader would be evident for group leaders on special projects.

Although leaders are very important within an organization it is important to remember they form one part of creating and using effective leadership practices.

LEADERSHIP

Leadership, as defined by Peter G. Northouse in his book *Leadership: Theory and Practice* published in 2012, is “Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” Leadership looks at the qualities, skills, and behaviour that an individual possesses to make them an effective leader.

G.A. Cole (1996), in his book titled *Management: Theory and Practice*, gave a working definition of Leadership in that he stated it can be described as a “dynamic process in a group whereby one individual influence the others to contribute voluntarily to the achievement of a group task in a given situation.”

In this ever-changing business environment, it is important to understand the difference between management and leadership, and the correlation between the two. Leaders do not necessarily have to be managers, and they may not have all the traits of a

manager. However, a manager needs to be able to lead their team effectively, and for that, it is necessary for them to possess some level of leadership qualities in order to do their job well. This means that there is some overlap between the two roles, and they are not entirely separate.

"Leadership is not about titles, positions, or flowcharts. It is about one life influencing another." - John C. Maxwell. Though many will disagree with Maxwell regarding this statement, a strong belief or practice of many, especially in companies without HRM. Basically, leadership is the ability to inspire, influence, and guide individuals or groups toward common goals. Its involvement spans from effective communication, empathy, integrity, decisiveness, adaptability, inspiration, collaboration, accountability, and continuous learning. By possessing these attributes, one will gain respect and loyalty.

There has been a long, ongoing debate on whether leadership is a trait that a person is born with or whether it is gained from learning and experience. It has yet to be concluded with a universally accepted answer. What we must recognise, though is that some individuals possess natural leadership traits, while for others, leadership is believed to be largely gained through education, training, and real-world experience.

We have seen where certain characteristics, such as how emotional intelligence, have contributed to effective leadership, and they have been developed through learning and personal development efforts. Whilst the verdict is still out, we can confidently say that some people are naturally born leaders, and that being an effective leader can be improved through continuous learning and practice.

Having said that, it is evident there are several types of leaders that exist within an organization.

LEADERSHIP STYLES

Various literature exists on the subject of leadership styles, which covers areas such as the factors that influence leaders and the way in which they lead. A common mistake that is usually made is referring to leadership style and leadership as the same. There

is a distinct difference between the two, in that leadership is the practice and role of leading, while leadership style is the methods and behaviours used by a leader in carrying out their leadership role. Making a clear distinction between the two will help us to better understand the different leadership styles and when it might be appropriate to practice them.

DIFFERENT LEADERSHIP STYLES

Various experts and researchers have cited that there are several types of leadership styles. The most prominent leadership styles include authoritarian, transformational, laissez-faire, servant, transactional, and democratic (Rubin, 2013). We will further add the following to Rubin’s list above coaching, bureaucratic, affiliative, pacesetting, and situational. It is important to note that a leadership style can be used as is, slightly modified, or combined with another as will be demonstrated in this paper.

Common leadership styles



AUTOCRATIC LEADERSHIP STYLE

An autocratic leader has absolute power and makes decisions with little to no involvement from team members. This leadership style is highly effective in situations where quick decisions need to be made, and a clear chain of command is necessary. On the other hand, clear hierarchy, strict rules, and regulations leave little room for creativity or innovation. Leaders’ ought to understand the limitations involved with

choosing this leadership style and should be able to balance it with other leadership approaches, such as democratic or transformational leadership, to ensure the long-term success and growth of their team or organization.

Lian Parson, who is a digital content producer at Harvard's Division of Continuing Education, in her blog created in May 2024, provides a clear summary of the pros and cons of an autocratic leader. She stated, 'autocratic leaders display traits like self-confidence, motivation and drive, clarity, consistency, and dependability.'

Parson simplified four pros as effective when a quick decision is needed, in stressful situations, where a clear chain of command is needed, and because it relieves employees from making decisions, especially in complex cases.

However, the cons she highlighted with this leadership style are that it does not include employees in decision making which limits their level of creativity which may lead to employees resenting management and/or the process of the company. She further reminds autocratic leaders to "Keep in mind that leading with a firm hand does not have to mean disconnecting from those around you."

In an article published by The Harvard Business Review, author Leonard D. Schaeffer, in his work titled "The Leadership Journey," illustrates the role of an autocratic leader with a compelling comparison. Schaeffer compares an autocratic leader to an emergency room surgeon, who in the urgency of saving a patient's life, is compelled to make swift and decisive decisions without hesitation.

In summary, this leadership style is useful when there is a tight deadline to meet, when the team lacks certain skills, and when the leader needs to guide everyone through a task with a clear plan. It is also useful in risky situations where strict rules keep everyone safe from harm or in a life-threatening situation as rightfully outlined in Schaeffer's comparison.

DEMOCRATIC LEADERSHIP STYLE

This involves a group of individuals working together in the decision-making process. That is, they seek the input and opinions of the employees and take them into consideration before making a final decision. This leadership style fosters a culture of inclusivity, collaboration, and mutual respect. Leaders can inspire their teams to work together towards a common goal which inevitably leads to increased employee engagement and job satisfaction.

"Leadership and Self-Deception" authored by the Arbinger Institute delves into the idea that effective leadership begins with self-awareness and a focus on building relationships based on mutual respect and understanding. They highlight the importance of taking accountability and acknowledging and overcoming personal biases, as it will help to promote inclusivity and collaboration in the organization.

Simon Sinek in his blog and speeches, emphasizes the importance of creating a culture of trust and transparency where open communication and collaboration are encouraged among team members. He argues that leaders who lead with empathy and humility, can inspire and motivate their teams to achieve their full potential.

With this leadership style the decision-making process may be slower because leaders must include all employees irrespective of their level of experience in this process. Another drawback is found when employees see managers involving them as a way to pass off their jobs to the employees for them to do.

COACHING LEADERSHIP STYLE

Coaching leadership guides employees to reach their full potential by encouraging self-awareness, actively listening, asking relevant questions, providing feedback and support. In so doing this create a culture where everyone can grow and improve, which will enable them to succeed.

Coaching leadership is most prominent within the professional sporting arena, as its principles are thoroughly applied to guide athletes and teams towards their optimal performance. Many successful coaches have adopted a coaching leadership style to

enhance the performance of his athletes, one such coach is Phil Jackson. Jackson, who was the former coach of the Chicago Bulls and the Los Angeles Lakers, was able to inspire and motivate his players to work together towards a common goal. He uses coaching techniques such as active listening and providing constructive feedback, and by doing that he was able to create a winning team culture.

TRANSFORMATIONAL LEADERSHIP STYLE

Transformational leaders are all about inspiring their team to do amazing things. They lead by example, showing everyone how to be great through their own actions. Their vision for the future is so full of enthusiasm that serves as a motivational factor to others to work hard. They genuinely care about the well-being of each person on their team and fosters individual growth for each employee in their own special ways.

These leaders are like coaches, always pushing their team to think outside the box and come up with new ideas. They create a fun and supportive environment so that everyone feels smart and creative, making it a great place to work and learn together. This gives employees a sense of purpose which drives them to go above and beyond to reach their goals. Transformational leaders also recognize the need for change and are able to inspire and influence others to make positive changes.

Stephen Covey, in his book "The 7 Habits of Highly Effective People," talks about how transformational leadership are key to creating lasting change and making a real impact. Covey says that true effectiveness comes from living by your values and inspiring others to do the same. Transformational leaders are always evolving and growing.

TRANSACTIONAL LEADERSHIP STYLE

Transactional leadership provides employees with guidance to achieve the organizational goals and requires taking accountability. It is based on the assumption that employees need external motivational factors, and they rely on systems of reward and punishment. These leaders are action-oriented in that they focus on achieving set goals by managing resources effectively.

However, some argue this style may disempower employees, as it places emphasis on individual achievements and not on the achievement of the team collective goals. Despite this, transactional leadership is praised in numerous articles and books for its role in organizational success.

In "The Leadership Challenge" by James Kouzes and Barry Posner highlights its importance in clarifying expectations, providing feedback, and rewarding desired behaviours, as it ultimately boosts performance and engagement.

Ken Blanchard, in "Leadership and the One Minute Manager," advocates for adapting leadership styles to individual and situational needs by combining transactional and transformational approaches.

While transactional leadership is often contrasted with transformational leadership, Critics argue transactional leadership can lead to a focus on short-term performance goals at the expense of long-term strategic objectives. This is because these leaders may rely too heavily on rewards and punishments system, ignoring the fact that this may limit the creativity and autonomy of employees. Nevertheless, if transactional leadership effectively implemented it will drive performance and achieve long-term success.

BUREAUCRATIC LEADERSHIP STYLE

Bureaucratic leadership is a style of leadership that is characterized by adherence to rules, regulations, established procedures and focuses on hierarchical structures within an organization. While bureaucratic leadership has its advantages in terms of efficiency and consistency, it is also often criticized for being inflexible and stifling creativity and innovation. Peter Drucker a management consultant said, "Bureaucracy is the death of all sound work." This quote highlights the negative aspects of bureaucratic leadership, such as its tendency to stifle creativity and innovation. Drucker's words serve as a reminder to leaders to be mindful of the potential pitfalls of a bureaucratic approach to leadership.

Despite its critics, bureaucratic leadership can be effective in certain contexts where strict adherence to rules and procedures may be necessary to ensure compliance with laws and regulations. In these cases, bureaucratic leadership can help provide a sense of structure and consistency that is essential for the organization to function effectively. It is important for leaders to strike a balance between the rigidity of bureaucratic leadership and the need for flexibility and adaptability in the fast-paced and ever-changing business environment that now exist.

Leaders face the challenge of balancing the traditional principles of bureaucratic leadership with the need for innovation and creativity. Understanding the principles of bureaucratic leadership is essential, but successful leaders go beyond mere adherence to these principles. They adapt them to fit the unique needs and dynamics of their organization. By doing so, they foster a culture that values both stability and innovation, driving their organization forward to long-term success.

AFFILIATIVE LEADERSHIP STYLE

Affiliative leadership is all about creating strong bonds and a sense of belonging within the team. It is about working together, trusting each other, and feeling respected and supported. This style emphasizes collaboration, loyalty, and trust, which ultimately leads to better performance and job satisfaction. Affiliative leaders care about their team's well-being and focus on improving communication, morale, and teamwork. They strive to create a positive and harmonious culture where everyone feels valued and supported.

An influential book on affiliative leadership is "The Five Dysfunctions of a Team" by Patrick Lencioni. This book discusses the importance of trust and collaboration in team dynamics and highlights the role of affiliative leadership in fostering a cohesive and high-performing team. Lencioni emphasizes the need for leaders to prioritize building strong relationships with team members to overcome common pitfalls that can hinder team effectiveness.

Poet Maya Angelou said, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." This quote highlights the importance of emotional connections, a sense of belonging and support that leaders can pass on to the team.

In today's business world, leaders who prioritize building strong relationships and fostering trust are better positioned to overcome challenges, inspire their teams, and achieve success. Effective affiliative leaders understand the importance of emotional intelligence in leadership. They show empathy, understanding, and compassion towards their team members, creating a positive work environment where everyone feels supported and valued. By nurturing these relationships and focusing on a positive work culture, affiliative leaders empower their teams to perform at their best and drive organizational success.

Vince Lombardi said, "Leaders aren't born; they are made. And they are made just like anything else, through hard work." With Pacesetting leadership style, leaders set high standards for their team members and expecting them to meet those standards consistently. This type of leader is often seen as highly driven and focused on achieving results quickly. By setting high standards, providing support and encouragement, and fostering a culture of continuous improvement, pacesetting leaders are typically high achievers themselves and can effectively lead their teams towards success.

PACESETTING LEADERSHIP STYLE

Pacesetting leaders often face challenges in maintaining a balance between pushing their team members to achieve high standards and fostering a positive work environment. It is important for leaders to be mindful of the impact their approach can have on team morale and motivation. They must be able to identify the strengths and weaknesses of their team members and assign tasks accordingly to maximize efficiency and productivity, failure to do so may lead to burnout or disengagement if not balanced with other leadership approaches.

Another important consideration for pacesetter leaders is the need for continuous self-improvement. Leaders should seek feedback from their team members and peers to identify areas for growth and development. By demonstrating a commitment to learning and growth, pacesetter leaders can inspire their team members to do the same and create a culture of continuous improvement within the organization.

Situational leadership style emphasizes the importance of adapting one's leadership style to the specific needs and requirements of a given situation or team. This leadership style recognizes that there is no one-size-fits-all approach to leadership, and that effective leaders must be able to flexibly adjust their strategies and tactics based on the circumstances they are facing. Situational leadership is about understanding the unique strengths and needs of each individual team member and adapting one's approach to bring out the best in each person. This approach requires leaders to be flexible, empathetic, and responsive to the changing dynamics of their team and organization.

To be considered an effective situational leader, one must be able to communicate openly and transparently with their team members, listen to their concerns and ideas, and involve them in the decision-making processes, this will build trust, loyalty, and commitment among their team members. These leaders are high on continuous learning and self-improvement. By staying curious, open-minded, and humble, leaders can stay ahead of the curve and adapt to new challenges and opportunities as they arise.

Laissez-Faire leadership style, also known as delegative leadership, these leaders take a hands-off approach and allows employees to make their own decisions and perform tasks with a high degree of autonomy. This style is based on the idea that employees are capable of managing their own work and responsibilities, and do not require constant direction from a manager. Laissez-Faire leadership requires leaders to provide clear guidance and support, it can be effective in certain situations where employees are highly skilled and motivated, and when creativity and innovation are important aspects of the work.

When employees feel trusted and respected by their leaders, they are more likely to take initiative and invest in their work, leading to improved performance and productivity. Laissez-Faire leadership is not suitable for all situations and may not be effective in organizations where employees require more guidance and support from their leaders. Some critics argue that this approach can lead to a lack of accountability and direction, as employees may struggle to make decisions without clear guidance from their manager. Steve Jobs, the co-founder of Apple Inc., was known for his hands-off approach to leadership, allowing his team to take ownership of their projects and pursue their creative ideas. Jobs believed in empowering his employees to think for themselves and take risks, which ultimately led to the development of ground-breaking products such as the iPhone and iPad.

Concluding on the most common leadership styles encounter in this research it was found that, different leadership styles can make a big difference in business. Leaders need to think about how their style affects the organization before implementing as good leadership is crucial for success in business. No matter the style, good leaders keep an eye on what is happening and steer their team towards success.

The distinctive difference of a leader, leadership and leadership style, is that a leader is the individual who carries out the task. While leadership refers to how the leader go about guiding and directing other and leadership style is the attitude and behaviour display when doing so.

CHAPTER 2

IMPORTANCE & RELEVANCE OF RESEARCH PAPER

Based on the changes in the business environment, the impact that having effective HRM practices along with the use of appropriate leadership style(s) significantly plays in increasing an organization performance cannot be overly emphasized. Whilst there are many existing literatures on the importance of having human resource management and, on the importance of effective leadership style there is yet to be one study that looks at the effectiveness that they both have when they work hand in hand.

To make the connection emphasis will be placed on an organisation's overall performance by looking at employee retention and engagement, organization adaptability to change, cultural and strategic alignment, conflict resolution, legal compliance and risk management organizations can develop effective HRM strategies and leadership practices that contribute to long-term success and sustainability.

Through research, organizations can identify factors that influence employee performance and engagement. This understanding allows HRM practitioners to implement initiatives aimed at improving productivity, motivation, and job satisfaction. From this research, a leadership style that will enhance productivity, innovation, and profitability may be the best to adopt.

HRM plays a crucial role in fostering employee engagement, retention, and development of top talent to foster innovation and growth. Aligning this with a leadership style that works best with your workforce promotes trust, open communication, and empowerment. This may also enhance employee morale and commitment, which will be beneficial to the organization in the long-term as it will find that it has a positive work environment, loyalty, reduce turnover rate and helps retain and develop top talent and succession planning.

It is important to note that in today's rapidly changing business environment and the advancement of technology HRM practices enable organizations to recruit, train, and

develop employees with the skills and competencies needed to thrive in a dynamic environment. Therefore, choosing leadership styles that encourage innovation, collaboration, and risk-taking can further support organizational agility and help leaders guide their teams through transitions effectively, minimize resistance, and facilitate smoother implementation processes.

By fostering a culture that values diversity, inclusion, and ethical behaviour, HRM contributes to a positive work environment and strengthens the organization's reputation. In addition, it helps the organization to strategically align its human capital with overall business objectives which will enhance their competitive advantage and achieve long-term sustainability. Leadership styles that promote teamwork, creativity, synergy and emphasize fairness, transparency, and accountability are essential for building team performance and driving collective success based on trust and credibility within the workforce.

Effective HRM practices and leadership styles can help mitigate the negative impact that may arise from conflict. HRM professionals are responsible for implementing conflict resolution mechanisms and fostering a culture of open communication and collaboration. It has been found that leaders who adopt a transformational or collaborative leadership style are better equipped to address conflicts constructively and promote reconciliation.

Human Resource Management (HRM) has a substantial impact on Human Resource Management (HRM) as it directly influences how an organization is perceived by external stakeholders such as customers, investors, the community, and regulatory bodies.

HRM is critical in shaping external reputation and stakeholder relations, contributing to organizational success and long-term value creation while leadership style influences external perceptions of an organization and its leaders. Researching the impact of different leadership styles on stakeholder relations can help organizations build

positive reputations, attract top talent, and foster strong partnerships with customers, investors, and communities.

It is crucial for HRM functions and leadership styles to be aligned with the organization's strategic objectives. HRM professionals must understand the company's goals and challenges to develop HR strategies that support them effectively. Similarly, leaders must embody the organization's values and vision, providing direction and inspiration to employees.

In conclusion, studying the importance of human resource management shows how it helps solve workforce problems, guides decision-making, and ultimately contributes to organizational success and sustainability. Choosing the right leadership style is also crucial for organizations that are seeking to improve performance and increase productivity. When leaders understand different styles, they can lead well, motivate their teams, and ensure lasting success.

EFFECTIVE HRM IMPLEMENTATION

Effective human resource management (HRM) does not just depend on having good HR policies and practices, it also relies on putting those policies and practices into action. Sometimes what is planned (intended HR management) might not be exactly what happens (realized HR management). More and more, managers are doing HR jobs themselves, and some companies are getting rid of their HR departments or letting them focus only on big-picture HR planning. Here are some key steps and considerations for implementing HRM effectively:

Align Organizational Goals: Ensure that HRM practices are aligned with the overall strategic goals and objectives of the organization. HR strategies should support the mission, vision, and values of the organization. When HRM knows what the company aims to achieve, it can tailor the hiring processes, keep employees happy, handle performance reviews, focus on helping staff grow, use data to make smart decisions, plan to save money, and attract and keep talented people. This way, HRM helps the

company reach its goals and stay competitive by making sure everyone is working toward the same thing. It also helps the company keep going strong in the long run.

Creating clear rules and guidelines: Develop and share easy-to-understand HR rules and guidelines that explain what employees are expected to do. These cover things like how to hire, onboarding, manage performance, handle pay and benefits, provide training, and deal with employee issues.

Having clear and simple rules and guidelines makes sure everyone is treated fairly, and things are done the same way each time, which helps build trust among employees. It also makes sure the company follows the law and industry rules, which lowers the chance of legal problems. Having clear guidelines saves time and money, making it clear who does what, so things run smoothly. They also help solve problems easily and make the workplace more organized, which makes employees happier. Plus, they lower the chance of bad behaviour or unfair treatment and can be used for training. Overall, clear rules and guidelines that match up with what the company believes in, help it keep getting better, and make the workplace a nicer place to be.

Finding the right people for the job: HR works hard to attract, hire, and keep talented individuals. This process involves identifying job requirements, sourcing candidates, conducting interviews, and selecting candidates who possess the necessary skills, qualifications, and cultural fit. When they select the right people, it makes everyone happier and more likely to stay. It also makes the company a workplace of choice, drawing in even more great candidates. Overall, good recruitment and selection help build a strong team that helps the company do well.

Onboarding and Orientation: This step involves helping new hires fit in. When a company hires a new employee, it is not just about their connections or education it is about finding the right match for the team. If new hires do not fit in well, it can cause problems. That is where HR comes in. They help new employees get acquainted with the company's way of doing things, its values, and what is expected of them. This helps new hires feel welcomed and supported, which will more likely make them stick around.

Plus, it helps them understand their role better, so they can start contributing to the team sooner. Overall, good onboarding and orientation programs mean happier employees, higher retention, and a better-performing organization.

Performance Management: Establish performance management systems and processes to set clear performance expectations, provide regular feedback, and evaluate employee performance. This includes setting goals, having regular talks about how things are going, and planning how employees can grow in their careers.

These practices help employees see what they are good at and where they can get better, which helps them grow personally and professionally. Plus, it encourages managers and employees to talk more, which builds better relationships and trust. It also helps companies to identify who are performing well and reward them, and address underperformance quickly. There are lots of tools and apps to help with this.

In the end, it makes employees more motivated and productive, makes sure everyone's goals match up with what the company wants, and helps the company do better overall.

Training and development: This step involves teaching employees' new skills which helps them do their jobs better, which boosts productivity and work quality. These programs also show employees that the company wants them to grow, which makes them feel good about where they work. They encourage employees to keep learning new things, which helps the company come up with new ideas and be flexible. Also, offering training makes the company more attractive to talented people who want chances to learn and grow.

Ultimately, investing in training and development helps both employees and the company do better over time.

Employee Engagement and Recognition: Companies put in great efforts to make employees feel motivated at work. They do this by recognizing and praising employees

for the good work they do, both in formal and informal ways. When companies focus on keeping employees engaged and appreciated, it creates a positive atmosphere where people feel good about their jobs. This boosts morale, makes employees happier with their work, and helps them get more done.

When employees feel involved, they are more likely to come up with new ideas and work extra hard to help the company succeed. Recognizing employees for doing a good job encourages everyone to keep up the good work and makes them feel appreciated. This creates a culture where people feel valued and do their best, which helps the company do well.

When employees feel appreciated, their behaviour towards customers will be pleasant which makes the customer satisfied, which in the end adds to the company's success. So, making sure employees feel involved and appreciated in HR helps everyone feel happier, makes the workplace nicer, and helps the company succeed more.

Employee Relations and Conflict Resolution: Companies set up ways to deal with problems between employees quickly and fairly. They also work on making the workplace a friendly and respectful place where everyone feels respected and valued. When people get along at work, it makes everyone happier and more likely to stay.

When there are issues, dealing with them right away and in a fair way helps keep things running smoothly and keeps relationships good. By encouraging everyone to talk openly and respect each other, it helps build a team that works well together. Fixing problems quickly stops them from getting worse and hurting morale and productivity.

Overall, focusing on making sure employees get along and solving problems in HR helps make the company a better place to work and more likely be successful.

Compensation and Benefits: Develop competitive compensation and benefits packages that attract and retain top talent while remaining cost-effective for the

organization. Regularly review and benchmark compensation levels against industry standards. Paying people fairly and openly makes them satisfied and more motivated.

Well-designed benefits packages which include healthcare and time off, help promote employee well-being and work-life balance, reducing turnover and absenteeism. Also, if we align pay to how well someone does their job to the market standard, it encourages everyone to work hard. Focusing on pay and benefits in how we manage HR helps strengthen employee engagement, retention, and organizational performance.

Ensure compliance with relevant labour laws, regulations, and industry standards to mitigate legal risks and liabilities. Stay informed about changes in employment legislation and update HR policies and practices accordingly. Following the rules helps us avoid getting sued or fined. Also, by being careful and looking out for any potential problems like discrimination or accidents, we protect our company's reputation and financial stability.

Additionally, following health and safety rules keeps everyone safe and reduces the chances of accidents. Overall, focusing on following the rules and managing risks in how we run HR enhances employee satisfaction, and promotes a positive organizational culture.

Technology and Data Analytics: The use of technology and data analytics makes HR tasks easier and help to make better decisions. This includes using computer systems like OrangeHRM, applicant tracking, and performance management software. These tools give us helpful information about what is happening with our workforce, like who to hire, how to manage performance, and how to keep them interested in their work.

Furthermore, using digital platforms makes it easier for people to work from different places and talk to each other. In addition, technology allows employees access information and resources easily with self-service portals and mobile apps. Overall,

using technology and data analytics in HR makes things easier to process, helps us make better decision, and makes HR more flexible and able to change when needed.

Continuous Improvement and Evaluation: Continuously assess HR practices to find ways to improve and innovate. Get feedback from employees, managers, and stakeholders to make better decisions and help the company succeed. This helps HR keep up with changes in the company and industry, leading to better plans. Regularly checking the progress of HR is doing and using specific goals helps you see if things are getting better. Getting feedback from everyone involved makes HR ideas work better.

Overall, always improving and checking how HR works helps it do its job better and match what the company wants.

By focusing on these key areas, organizations can effectively implement human resource management practices that support their strategic objectives, enhance employee performance and engagement, and foster a positive and productive work environment.

To determine whether HRM implementation was effective there are a few factors that needs to be assessed. If these factors align with expectations, it suggests effective implementation. These factors include but not limited to, high employee engagement and satisfaction, increased productivity and quality of work, low absenteeism and turnover rate, the company's ability to attract and retain top talent, provision for training and career advancement opportunities, effective succession planning, compliant with labour laws and other legal standards and finally revenue growth, profitability, and return on investment.

Conversely, if these indicators show the opposite, then the system is not at its optimal efficiency or effectiveness, and corrective action may be necessary.

CHAPTER 3

METHODOLOGY AND TECHNIQUES

This section will explain the research method used in gathering and analysing the data produced in this research.

Methodology refers to the systematic approach a researcher follows to collect, analyse, and interpret data in order to answer a research question or address a specific problem. It outlines the techniques, procedures, and tools employed to conduct the study, ensuring its validity, reliability, and replicability.

According to Ranjit Kumar in his book entitled "Research Methodology: A Step-by-Step Guide for Beginners," Kumar emphasizes the importance of methodology by stating, "Methodology is the strategic choice and the philosophical framework within which the researcher operates." Methodology serves as a guide for the entire research process, from the formulation of hypotheses to the drawing of conclusions.

Another notable author worth mentioning is David Silverman who in his book titled "Interpreting Qualitative Data: Methods for Analysing Talk, Text and Interaction" compared methodology to theory and state that methodologies cannot be true or false, only more or less useful. Mentioned was made of Silverman because it is from that perspective that this paper will draw a conclusion.

Thesis problem

This research delves into the multifaceted importance of having Human Resource Management and how its contribution can lead to employee satisfaction, cost reduction, and the overall organizational effectiveness. It will also focus on the importance of selecting the right leadership style and its impact on employee engagement, motivation, and the achievement of organizational goals through a positive work culture.

At the end of the paper the following objectives will be made clear.

- Outline the difference between a company in the manufacturing and non-manufacturing industry and how their human resource needs may vary.
- The gaps that Human Resource Management fills within the company and why it is critical.
- How can human resource management lead to a better output of a company.
- Identify the different leadership style that can be integrated in a manufacturing company.
- How to choose the right leadership style that can lead to productivity within the company.

A mixed approach will be used to reach a conclusion. Surveys will be the main source of gathering data followed by interviews with selected individual who holds the position of a senior staff, supervisor, and manager all at different level within a company.

Methods used for data collection and analysis.

A thorough analysis will be made of the quantitative and qualitative data presented. Quantitative data are numerical data that can be measured and counted. It is considered valuable when conducting hypothesis testing and drawing conclusions based on numerical evidence.

Random sampling and systematic sampling techniques were used in the selection of samples from a population in this research. Random sampling is a statistical method used to select a subset from a population in a way that gives the same level of opportunity of becoming a participant. In using this method, bias will be minimised, and the results are more likely to be accurate and reliable. Also, with this approach a conclusion can be drawn from the population without having to study everyone, which reduces time and resources making it an efficient and cost-effective approach.

There are several techniques that can be used when conducting random sampling such as simple random sampling, stratified random sampling, cluster sampling, and systematic random sampling. The preferred method for this research is simple random

sampling as this technique gives the entire population equal chance to take part in the survey.

All employees within the selected companies of focus who agreed to participate in this research had an equal chance of being selected. In order to effectively manage and reduce the population to a more manageable size, each member was assigned a unique identifier, which was used in the selection process by means of a raffle, this ensures that every individual had a reasonable opportunity to be chosen for inclusion.

Systematic sampling has some similarity to random sampling, in that it is used to select persons from a population, it is cost-effective and easy to implement. The difference these two approaches is its selection process, systematic sampling uses a predetermined approach. It makes a selection by choosing the n th person to participate. The n th figure would be the predetermined number.

This approach was adopted and somewhat tweaked for this research purpose when the participants for the focus group were chosen. Before adopting this method, the risk of potential for bias and limitations associated with this sampling method were considered and it is with that in mind, the two case studies were also used in addition to the questionnaire.

The research used systematic sampling to pick people for the focus group. Participants were split into three groups: managers (top), supervisors (middle), and senior staff (bottom) based on their job functions. For each group, every fifth person was chosen. But if a group had less than five people, a different method was used. For example, if there were only two leaders in a company, their names were repeated and chosen by counting back and forth until the fifth person was picked. This process was done separately for each company.

One of the aims of this research paper is to combine the use of leadership style in a company with the implementation of Human Resource Management. While there is extensive research on each separately, there is little to no evidence of a combination.

It is for this reason that grounded theory was first considered as a useful method for this paper among its other useful benefits when dealing with people. Grounded theory was developed to understand the social processes that shape human behaviour. The grounded theory process involves an open-ended exploration or study into a specific subject matter to gain a deeper understanding by conducting research, gathering data, and analysing data through various forms such as observation, surveys and interviews.

The analysed data are used to develop new theories and identify emerging themes and patterns directly from collected data, rather than testing pre-existing hypotheses like other research methods. This approach is advantageous because it allows for systematic comparison and analysis of data.

To analyse the quantitative data, descriptive statistics and regression are the two statistical tools used. This research paper is all about understanding people's experiences and thoughts. We collected data through multiple-choice surveys, interviews, observations, and focus groups, giving us qualitative data—information that describes qualities or characteristics. Multiple-choice questions were the most preferred method as it is quicker and easier for respondents to answer, with the hope that there will be a higher and faster response rates of data collection.

A multiple-choice survey is a type of questionnaire that is structured and provide predefined choices for respondents to pick from making it easier to complete and reduces ambiguity when analysing the data. Due to the time sensitivity of this research multiple-choice survey was found to be efficient. It was also found easy to analyse and patterns and correlations were easily to identified.

With this method participants are forced to read the questions carefully and think before they select an answer. Also, from the data collected you can draw several concrete conclusions from one question which was asked. For example, the question which asked 'Would your company operate effectively if you were to leave for long or short periods? Yes or no' could provide two answers. The answer "Yes" could mean there is

succession planning or some level of it in place, while the answer “No” could mean there is none in place which will eventually lead to ineffectiveness in the company.

Thematic analysis is a technique used to find common trends or topics within qualitative information, whether it is words written in surveys or visual by pictures captured in images. It involves organizing and interpreting data to show underlying meanings, concepts, and relationships.

The process begins with researchers getting familiarize with existing literature, followed by generating initial codes to capture the essence of the data. Next, researchers search for recurring patterns or themes, reviewing and refining them in relation to the research aim. Themes are then defined and named to summarise their meaning, facilitating interpretation and analysis.

Researchers organize the data according to themes using tables, charts, or matrices to visualize distribution and explore relationships which contributes to the overall understanding of the question. This process requires critical thinking and analytical skills to first be able to analyse the findings and be able to draw conclusions and report in a clear way for all to understand. This use of multiple-choice survey also aids in data collection for this analysis.

This paper uses both descriptive statistical and regression analysis as it may be beneficial, as together, they form the foundation of quantitative research, enabling hypothesis testing, inference, and informed decision-making using empirical evidence.

Descriptive statistics is a technique used to summarize and describe the most important features of the data, offering insights into its overall behaviour, trends, and distribution. Descriptive statistics focuses on presenting and summarizing the characteristics found within the dataset itself. It measures the mean, median, and mode, provide insights into typical values, while measures of dispersion, like range, variance, and standard deviation, reveal the spread or variability of the data.

Techniques like frequency distribution and percentiles provide insight into how values are spread throughout the dataset in a distribution pattern. Frequency distribution tabulates the occurrences of different values, revealing their relative frequencies within the dataset. Percentiles divide the dataset into 100 equal parts, helping to identify specific points within the distribution, such as the median (50th percentile) or quartiles (25th, 50th, and 75th percentiles), which divide the data into four equal parts.

Measures of skewness and kurtosis show the shape of the distribution. Skewness measures the asymmetry of the distribution, negatively skewed is to the left and positively skewed goes to the right, or perfectly skewed will be symmetrical. Kurtosis measures the peaked Ness or flatness of the distribution, revealing whether the distribution has heavy tails or is more concentrated around the mean.

These summary statistics serve as concise summaries of key dataset characteristics, aiding in understanding the central tendencies, variability, and distributional patterns of the data. Descriptive statistics play a crucial role in exploratory data analysis, providing initial insights before further analyses, and facilitating clear and concise communication of findings to stakeholders.

In essence, descriptive statistics offer a snapshot of the essential features of a dataset, enabling researchers to grasp its central tendencies, variability, and distribution at a glance. By employing various summary measures and techniques, descriptive statistics provide a foundation for understanding data patterns and trends, guiding subsequent analyses and interpretations. Their utility extends beyond statistical analysis, serving as valuable tools for communicating insights effectively to stakeholders and facilitating informed decision-making processes.

Thus, descriptive statistics serve as a cornerstone in the initial exploration and interpretation of datasets, offering a comprehensive overview that informs further investigation and analysis.

Regression analysis is a statistical tool that helps us understand how one or more factors (independent variables) relate to an outcome (dependent variable) in order to make predictions. Simply put it is like trying to figure out how changes in one thing affect another. We use regression to make predictions, test hypotheses, and uncover connections between different factors, this can be classified as logistic regression, simple linear regression, or a multiple linear regression.

In conducting a regression analysis, the following step must be taken identifying the model, collecting data, estimating the coefficients, evaluating the model, and interpreting the results. The drawback to this method is that it assumes the relationship between the independent and dependent variables is linear, which may not always be the case. Also, it is correlational in nature meaning changes in one variable are associated with changes in another variable, but this does not necessarily mean that one variable causes the changes in the other and because of that it cannot be used to establish relationship.

Sample Size and selection Techniques

As stated earlier, random sampling and systematic, were two techniques used in selecting the sample size for managers, employees and focus group to participate in this research. The sample size is a total of sixty (60) participants which was chosen from a population of seventy-eight (78) persons who confirmed their interest to participate in this exercise.

The following strategy was applied, the total chosen from each company type was based on the company with the smallest participant.

A total of twenty-three (23) participants from the small non-manufacturing company with implemented HRM agreed to participate while thirty-six (36) agreed from the large manufacturing with implemented HRM system. The participant's level in small non-manufacturing was then considered and matched with that of the large company.

Categories (manager, supervisor, other employees) with excess participants (five managers and nine employees) were then raffled to match the eighteen (18) confirmed

in small manufacturing. This approach was taken for any category which had excess confirmed participant, whilst also focusing on the positions held.

A survey was conducted in four companies, two that had implemented HRM system and two without. The reason for this selection is to ascertain if HRM is effective once implemented and practice or if is it only effective based on the size of the company. The same search is made regarding leadership styles. Another reason is to understand if the varying needs based on the size of the company and the impact of human resources department, the same applies to leadership style.

The data is first broken down into two groups: managers and employees. This makes the categories of questionnaire easy to compile, distribute and analysis for the purpose of this paper. A further split of this group was made to three managers, senior staff, and junior staff. This is to facilitate the focus group and to be able to capture the views of participants at these three levels within the companies. The members of the focus group were chosen ahead of dispatching the questionnaires.

When sharing research findings, especially those based on people's opinions, and those intended to give opinion to other, it is crucial to make sure the information is valid, comparable, trustworthy, and most importantly accurate for it to be considered reliable. That's where reliability comes in.

To ensure our research is reliable, we used a method called test-retest reliability. It is like a double-check. We gave the same survey to the same group of people twice, at different intervals with a considerable time in between. Then, we looked at the answers to see if they stayed consistent over time. This helps us know we can trust the results shared, making them accurate, trustworthy, and comparable.

When dealing with people, we must consider mood, personality traits, and individual differences, all of which can influence how they respond to survey questions. External factors such as social context, cultural background, and situational circumstances may also impact their responses. These factors were considered when administering the

test-retest method. Notably, using this method we are exposed to the risk of persons giving a response based on what their initial response was and a participant deciding not to continue in the study or absent on the day when questionnaires are to be collected.

Focus group

The focus group was given ten (10) questions, five (5) which focused on HRM implementation and the other five (5) on leadership style. These questions are summarised questions of the questionnaire which was previously submitted to these and other participants. In addition, two case study was put forward for discussion.

Through this face-to-face discussion keen observation was made not only to what was being said but also to facial expression and body language. Managers in this case refers to participants by title held within the company. All managers were interviewed and had an additionally completed a questionnaire. The response rate was the questionnaire was 100% from both managers and employees.

Procedure and timeline

A thorough literature review was conducted to gain a better understanding of the subject matters to be addressed in this paper. After which two questionnaires were compiled in Microsoft word 2016 and sent via email to the leader or manager who gave the approval for their company to participate. This leader then sends the email to all staff and those who agreed to participate then went ahead and check the boxes with their appropriate answers.

The questionnaire was first circulated on December 1, 2023, and participants were notified that they will be collected on December 15, 2023. It was again circulated January 12, 2023, and collected January 19. These dates were strategically chosen.

In December people tend to feel happier as its close to the festive season with gift exchange and family bonding (Christmas), coming to the end of another year, receiving early salary and most company gives staff incentives at this time of the year. The date

in January was chosen as most persons will say it feels like the longest wait time to be paid. You will find persons in a different mood compared to December where they might be miserable, stress and anxious just to name a few.

On the day collection, I personally collect these documents, and they were not share with anyone, although answers were select with a tick on the computer and there was no unique identifier attached. To maintain further anonymity those who did not participate were asked to hand in a paper blank or waste at this time.

Focus group meetings were held during the week of February 5 to 9 in 2024. This was to ensure that there was no disruption with month end closure.

CHAPTER 4

RESULTS AND DISCUSSION

This section of the paper will discuss analysis and interpretation of the data retrieved from the questionnaires along with summarised observations and discussions held, from the focus group.

A word document was created with the questions for the questionnaire, after which a tally was done based on the number of responses received for a particular question. As shown two (2) different questionnaires were presented to two different groups, leaders/managers and employees.

Once completed it was uploaded to Microsoft® EXCEL 2016 which was used as a coding tool to group similar answers, observe themes and patterns if any were present. Considering the uniqueness of this questionnaire, the use of Microsoft® EXCEL 2016 presented an opportunity to gain a better understanding if the participant similarities and differences. Additionally, this method allows the researcher to gain an understanding of the level of importance each participant places on the various section in the research.

Table 2. Population size of participants

Company Type	Managers	Employees	Total
Large manufacturing - HRM	9	27	36
Large manufacturing	2	6	8
Small Non-Manufacturing – HRM (Accounting firm)	5	18	23
Small non-manufacturing – (Décor)	2	9	11
Total	18	60	78

Table 3. Sample size.

Company Type	Managers	Employees	Total
Large manufacturing - HRM	4	18	22
Large manufacturing	2	6	8
Small Non-Manufacturing - HRM	4	18	22
Small non-manufacturing	2	6	8
Total	12	48	60

In order to have a fair comparison, the sample size was chosen by looking at the company type with the least amount of confirmed participant, then select same amount from company with larger numbers. To maintain complete anonymity, information such as the companies name that participated in the survey and neither was the participants names, assigned numbers, age, period of employment etc were mentioned or asked on the questionnaire.

The questionnaire designed for employees is broken down into several sections to capture data on recruitment, work culture, communication, review of leadership, employee engagement, human resource management, labour law practice, performance management and professional development and career and growth opportunities and succession planning. The questionnaire for the managers mainly focused on capturing data relating to how much time they spend on human resource management tasks, competences, support, policies and procedures, leadership style and subordinate behavioural pattern.

Analysis of Employees' questionnaire

Recruitment is the first point of contact for HRM and or managers to meet with potential candidates. For ease of reference the term Recruiting Manager will be used in this paragraph to mean HRM or manager, as it varies based on the company involved in this research.

This process involves identifying the need for a new employee, posting the vacant position whilst creating a job description if this is not already being done when the need

was identified. The resumes will then review, and selection of candidate who they think might be the best fit from the batch who an interview will conducted with to draw a conclusion.

During the interview the Recruiting Manager tries to ascertain if the individual is having the right qualification and or experience to get the job done, if they are a good fit for the company expectations and culture by looking at their attitude, tolerance, level of wanting the job and so forth. If HRM does not exist with the company then naturally this will not become the responsibility of the manager, which means reducing their focus on their main responsibility to be able to focus on this.

What was interestingly found while reviewing the survey is that majority of the participants initially heard about their position through word of mouth. As is expected, on-boarding interview within companies without HRM were conducted by managers and or heads of department, whilst those with HRM it was conducted by HR.

Within any organisation, if the staff feels that the organisation is looking out for their well-being such as ensuring there is a work-life balance then they will be more committed and dedicated towards their jobs. They become more engaging and enthusiastic as the feel a sense of purpose and will go the extra mile to help the organisation meets its target. It seems participants in this survey regardless of whether they are employed to a large or small company, if HRM is implemented or not they feel that their company they are satisfied with their work culture. They expressed they have a good work-life balance, and they do not feel overworked.

The section discussed here is titled leadership review, will not only provide a synopsis of the participants thoughts regarding their leader but it will give an insight into the leadership style their leaders used. Let us take question 24 from the employee questionnaire as an example, it asked, 'How would you describe the leadership style of your immediate supervisor or manager?' and provides a variation of answers to select from.

Let us assume the first response is 'Once given a clear task they give you space to be creative' this could very well mean this is a Laissez-faire leadership. Another answer could be always micromanaged and from that we could draw the conclusion that this is an authoritarian leader. This comparison can be carried out for most of the questions presented.

In analysing this data, it was found that these participating companies has good leaders who practices positive leadership styles. Majority of the response receive states that they are included in decision making, they receive clear guidance, they feel free to express their opinions, they act within the law, and they are given autonomy to conduct their jobs.

Communication plays a crucial role in our daily lives. This is how we are able to able to exchange thoughts, ideas and feeling which can be done verbally, non-verbally or written. It is though communication we learn and build relationships. This is very vital in every organisation, it can be used in many aspects within the company such as conveying goals and expectations, conflict resolution and employee engagement among others.

Irrespective of the size of the company this is a tool that will always be used for effectiveness. Based on the survey conducted whilst this have the same meaning for any size company, whether human resource management system exist or not, it is used differently.

Participants within companies that has an implemented HRM system states that they have a good communication system. They are adequately informed about changes and decisions made, performance and expectations are clearly expressed, and they conduct productive staff meetings. Whereas on the other hand, company without and HR system they are not adequately informed about changes, if they do have staff meetings, they are not productive and worst of all the company expectations are not clearly stated.

Findings as it relates to work culture, is that these companies provide a harmonious working environment and they give their employee first preference when a position becomes vacant before seeking externally making them feel valuable.

In company that uses a HRM System it was found that they provide employees with the required training to carry out their jobs. They also provide regular job evaluation so employees can keep track on how their performance matches with that of the company.

The same cannot be said for company where the managers are responsible for HR duties, and this is understandable. It takes tremendous amount of time to effectively carry out HR task and as we know this is not the main focus of these managers hence less time will be allotted to handle these tasks. Some managers within companies without HR say they do not even do a formal appraisal while others say they do it when they see staff not being efficient.

The feedback received on feeling supported by management in relation to professional development and career growth and aspiration was positive in both companies with and without HRM. These leaders can be found in the transformational leadership spectrum.

Leaders should find performance appraisals as a useful tool as not only does it allow them to communicate the goals of the company to staff, also it can be used to motivate and inspire their team members. Performance appraisal gives staff feedback that helps them see what they are good at and where they can improve. It is at this juncture leaders can further identify the need for training or offering help where needed. With the help of this they will not be able to focus on areas they fall short and improve their skills over time. It should be used as a tool to notice and reward employees for dedicated work which can be done promotions, bonuses, or just a pat on the back, which will boost their moral leading to more productivity.

Communication is key in this process, both parties should feel they can talk openly about how things are going, which builds trust and makes work more enjoyable. This process is not only beneficial for the staff but also for the company. In that if the time

is taken to evaluate staff, they may discover hidden talents, strengths and weaknesses which could be used for promoting to bigger roles or as part of the company succession planning.

There are several tools and methods that organizations can use to conduct performance appraisals. Some of the major ones used are listed in the table below which also shows its area of focus.

Table 4. Methods and tools to conduct performance appraisal

Method/Tool	Description
Balance scorecard	From the performance appraisal which is outline in the company strategic plan, sections that relates to employee are extracted and it is on this they are graded. Evaluation is done by aligning performance indicators across financial, customer, internal processes, and learning and growth perspectives to the organisation’s goals.
Traditional Appraisal Forms	Standardised open-ended question form that managers used to evaluate employees job responsibilities, competence, and goals and for staff to provide feedback.
Self-Assessment	Employees completing self-evaluations reflecting on their performance, accomplishments, challenges, and goals. This encourages self-awareness, accountability, and personal development.
Performance Review Meetings	This is facilitated through a face-to-face meeting held with managers and employees to discuss performance feedback, clarify expectations, set goals, and address concerns or developmental needs.
Technology-Based Solutions	Using performance management software or online platforms such as Workday, OrangeHRM or Oracle HCM Cloud to streamline the appraisal process, track progress, and facilitate feedback.
Management by Objectives (MBO)	Collaboratively setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives aligned with organizational goals, with performance evaluated based on achievement.

As it relates to succession planning it is often only practiced effectively in large manufacturing companies with established HRM systems. In other companies, this important process may be overlooked or not properly implemented, leading to challenges when key employees are absent. For instance, without a succession plan in place, managers may struggle to find suitable replacements or ensure tasks are completed in the absence of staff members.

One way to address this issue is by integrating succession planning into the performance management process, leveraging tools like OrangeHRM's performance management module. Succession planning, as stated in the performance appraisal review at that stage talented individuals that were identified as ready for the next step can be documented and drawn on when needed.

Implementing effective succession planning practices not only mitigates risks associated with key employee turnover but also fosters a culture of talent development and organizational resilience. For example, when an employee requests vacation leave, managers can confidently approve it knowing that there are capable individuals ready to step in and cover their responsibilities. This reduces disruptions to workflow and ensures continuity of operations.

In assessing the data on HRM effectiveness, a clear pattern emerged. Companies with no HRM implemented will lack the knowledge and purpose of an essential document like job descriptions—which detail qualifications, duties, and responsibilities—are often not effectively communicated to employees. However, nearly all feedback from companies with HRM implementation indicates that the management of human aspects within the organization is handled efficiently and effectively.

Companies with HRM implementation on the other hand prioritizes the effective management of human resources by putting systems and processes in place to ensure that job descriptions and other relevant information are clearly communicated to employees. As a result, employees have a better understanding of their roles and responsibilities, leading to increased efficiency and effectiveness in their work.

This concludes an evaluation of the data collected, which summararily shows the findings in the table below:

Table 5. Summary of employee's questionnaire by category

Category	HRM	No HRM
Recruitment	17	6
Employee Well-being and Engagement	12	5
Communication	17	7
Leadership	27	5
Professional Development and Career Growth	10	6
Succession Planning	34	5

These figures clearly show the differences between companies with HRM and those without it, which indicates the advantages of implementing HRM practices across various organizational aspects.

Analysis of leaders or managers questionnaire

The questionnaire distributed to the leaders was intended to gather information regarding their involvement in HR activities, such as their responsibilities, competence, and confidence in handling HR-related issues. It also seeks to garnered information on their views on HR duties, including their enjoyment of such tasks, perception of HR's relevance, and opinions on HR department support. Most importantly the goal is to gain insights into how leadership styles impact HR management and how leaders perceive and engage with HR systems within their organizations.

Table 6. Summary of data gathered from leaders.

Categories	Description
Leadership Style	The preferred style of leadership chosen by the leaders, indicating their approach to leading and managing teams.
Impact on HR Management	How the chosen leadership style influences human resource management activities and outcomes.
Views on HR Systems	Leaders' opinions and perspectives regarding the human resource systems in their organizations.
Level of Experience	The extent of experience the leaders have in their current and prior leadership positions.

Categories cont.	Description cont.
Education Level	The highest level of education attained by the leaders.
Tenure in Leadership Roles	The number of years the leaders have been in leadership positions, both currently and previously.
HR Responsibilities	The specific human resource activities that leaders are responsible for within their roles.
Competence in Human Relations	How leaders rate their own skills and abilities in managing human relations within their teams.
Confidence Handling HR Issues	Leaders' level of confidence in dealing with HR-related challenges and responsibilities.
Enjoyment of HR Duties	Leaders' satisfaction or enjoyment in carrying out HR tasks and responsibilities.
Perception of HR Relevance	Leaders' opinions on the relevance and importance of HR management within their organizations.
Opinion on HR Department	Leaders' views and opinions regarding the effectiveness and support provided by the HR department.

The data gathered in this section provides insights into the leadership level, experience, and educational background of the leaders who participated in this research. On average, the leadership level is a supervisor in both companies with and without HRM support. They were found to have an average of over 10 years' experience in their current and or prior leadership position, this indicates a moderate level of confidence in their leadership abilities due to their considerable amount of experience in leadership roles. In addition, the average education is at a university level.

Analysis of the data categorised in the HRM section reveals that managers who are within companies without established HR system must spend a lot of time carrying out various HR responsibilities such as recruitment, termination, administrative tasks like payroll and attendance, conflict management, and ensuring compliance with labour

laws. While on the other hand, managers in companies with HRM spends fewer hours addressing HR related matters.

Leaders found within companies with a HRM system and those without, considered themselves competent and knowledgeable on HR policies and procedures. This initiative to ensure that they are equipped with such knowledge is applaudable. It is important for managers to have this knowledge so as to make rulings and treat everyone with fairness, which could possibly prevent legal issues. Whilst it is not expected that manager within HRM implemented system to be HR pro, having at least the basic knowledge assist to everything runs smoothly.

Also, knowing HR policies helps managers deal with employee issues like conflicts or performance troubles which may arise amongst the team. When managers know the rules and follow them, it builds trust and makes employees feel better about their work thus leading to greater productivity.

Findings among leaders within companies without an implemented HRM System shows that they get involved in HR issues as it is part of their job requirement to do so. They further expressed that having to deal with these matters takes away from their core focus and at times causes them not to be productive. Whilst they may be able to get support from other managers within their level or upper management when handling difficult matters the still think it takes up too many hours of their workday and expressed matters of this nature should be centralised.

Interestingly, the data reveal that although some companies may not have an implemented HRM system, they do have some degree of HR policy in place which they use as a guide in matters that it addresses.

Naturally leaders within companies with HRM system would share the view that anyone can carry out HR duties as they are not faced with having to handle these matters daily and they enjoy doing the little that they are exposed to. Despite having

differing views, a state of consensus was reached that Human Resource Management have its relevance within a company.

Except for one leader found within companies with HRM system they place value on employing a mixture of both result-oriented and relationship-oriented. This dual focus creates a supportive environment where employees feel valued and motivated to contribute their best efforts. These leaders communicate clearly, fosters trust, and reduces conflicts within the team. Creating a balance between result-oriented and relationship-oriented boosts morale and job satisfaction which will increase employee's commitment and loyalty, resulting in improved performance and success of the company.

Among leaders in companies with HRM system they believe their leadership style aligns well with organizational values and goals. The data also shows they provide a clear direction and guidance to team members, facilitate communication and collaboration, and employs effective strategies for motivation and engagement. When a leader style is in alignment with what the organization stands for, it can help to create a sense of direction, focus, and unity among employees. This alignment ensures that all team members are working towards a common purpose.

Over the past year, leaders saw some of their subordinates resign or request transfers. This question was relevant to find out if there is a link between the leadership style practice and staff turnover. A high turnover would indicate that the style used is not effective while a low turnover would indicate the reversed. If employees are enthusiastic about their jobs, they will not be tempted to seek employment elsewhere or move to another department unless that department offers something they are passionate about, whatever it is they will want to stay. In this case the turnover rate was very low which cannot be said was linked to ineffective leadership style.

Confirming the point above regarding employees who are enthusiastic about their jobs will want to stay is evident in the data that although the team number reduced all leaders reported that their team performance remained consistently high over the past

three years. Also, to cement this point there is a low level of absenteeism among subordinates.

The cumulative data shows all leaders reporting their relationships with subordinates are generally positive, and they predominantly use coaching as a leadership style to motivate their teams. It also shows a consensus that they consider micromanagement as the most limiting factor for employees. This may be an observation they experience over the years.

The response retrieved from questions that are based on leadership style, found that these leaders are more geared towards transactional and transformational leadership. Leadership style plays a crucial role in the field of Human Resource Management (HRM) as it directly impacts the effectiveness and efficiency of an organization. A leader's style can greatly influence employee motivation, job satisfaction, productivity, and overall organizational success. Understanding the importance and relevance of leadership style in HRM is essential for shaping a positive work culture, fostering employee engagement, and driving business performance.

Leadership style also has a significant impact on employee motivation and performance. A leader who uses a transformational leadership style, for example, can inspire and motivate employees to go above and beyond their job responsibilities. This can lead to higher levels of job satisfaction, creativity, and innovation, which are essential for driving organizational growth and competitiveness.

Leadership style matters in HRM because it affects how well a company manages its human resources. Transactional leadership style, for example, is all about giving clear directions and setting performance goals. It encourages leaders to monitor how well employees are doing and offer feedback. This kind of leadership ensures everyone knows what's expected of them and rewards those who meet those expectations. It helps to keep things running smoothly and ensures everyone follows HR rules and policies.

Focus Group Analysis

As you may recall, this group comprises a total of 12 participants, with three members representing each of the four companies that took part in the survey. Each group consist of 1 manager, 1 supervisor and 1 employee in a senior position but does not hold the title of a supervisor.

Table 11. Descriptive statistics of the result from focus group

QUESTION	N	MIN	MAX	MEAN	STANDARD DEVIATION
1. It is best to have HRM implemented as it greatly assists with employee turnover and retention?	12	1.00	5.00	3.75	0.66
2. Having a human resources department is good as it is more equipped to handling employee concerns?	12	1.00	5.00	5.00	0.66
3. Do you believe implementing or having a formal HRM system would benefit the organisation?	12	1.00	5.00	3.75	0.66
4. Overall, would you say HRM contribute or could contribute to a company's effectiveness?	12	1.00	5.00	5.00	0.66
5. Do you think if HRM is in place to handle employee issues then manager would become more productive?	12	1.00	5.00	3.75	0.66
6. As a leader when making decisions I think it is best to include my team members.	12	1.00	5.00	3.75	0.66
7. When faced with conflict, stress, and pressure a leader should always maintain composure and keep calm.	12	1.00	5.00	3.75	0.66

8. There is one leadership style that always work.	12	1.00	5.00	3.00	0.66
9. It is best to adjust your approach when dealing with different individuals and situations.	12	1.00	5.00	3.75	0.66
10. It is best practice to set clear expectations and hold team accountable for their actions and results	12	1.00	5.00	5.00	0.66

The data suggests that most persons highly agree that having an effective HRM system reduces employee turnover and retention. This is a bit surprising as people do not normally agree to the impact HRM has on this matter.

This indicates that implementing effective HRM practices is seen as important, even if its direct impact on turnover and retention is not unanimously acknowledged. There are many ways in which HRM can be impactful in this area. The first step for an employee in any company is the recruitment process, so if HR selects the right candidate for the job, then naturally this would result in a low level of turnover and a high level of retention.

Based discussions held with the various teams, some of the other ways in which HRM can achieve low turnover and high retention rates are by:

- Offering competitive compensation packages.
- Providing them with training and development opportunities.
- Implementing practices such as employee referrals and internal promotions, which can be done through succession planning.
- Providing employees with the necessary skills and resources to succeed in their roles, then conduct a performance appraisal which will help to identify and address issues before they lead to turnover.
- Promoting clear and open communication which will reduce misunderstanding.
- Implementing policies and procedures for resolving disputes in a fair and timely manner

- Supporting work-life balance by implementing flexible work
- Investing in the development of its leaders.

There is a consensus that implementing a formal HRM system would benefit the organization. This suggests a recognition of the importance of structured HR processes and policies in promoting employee satisfaction and organizational efficiency. Also, there was a consensus that it is beneficial to have HRM handling employee matters.

On the matter of leadership principles, the data indicates agreement on the importance of including team members in decision-making and adjusting leadership approaches based on individual and situational needs. This aligns with effective leadership practices that prioritize collaboration, adaptability, and clear communication, which are essential for maximizing organizational performance and achieving its goals especially when combined with effective HRM strategies.

Based on this discussion while not all participants agree on the direct impact of HRM there is a consensus that it contributes to the overall organizational effectiveness, thus validating the importance of implementing an effective HRM system. In addition, the effect on HRM when certain leadership style is used, shows that they complement each other.

[Summarised discussion from Case Study 1](#)

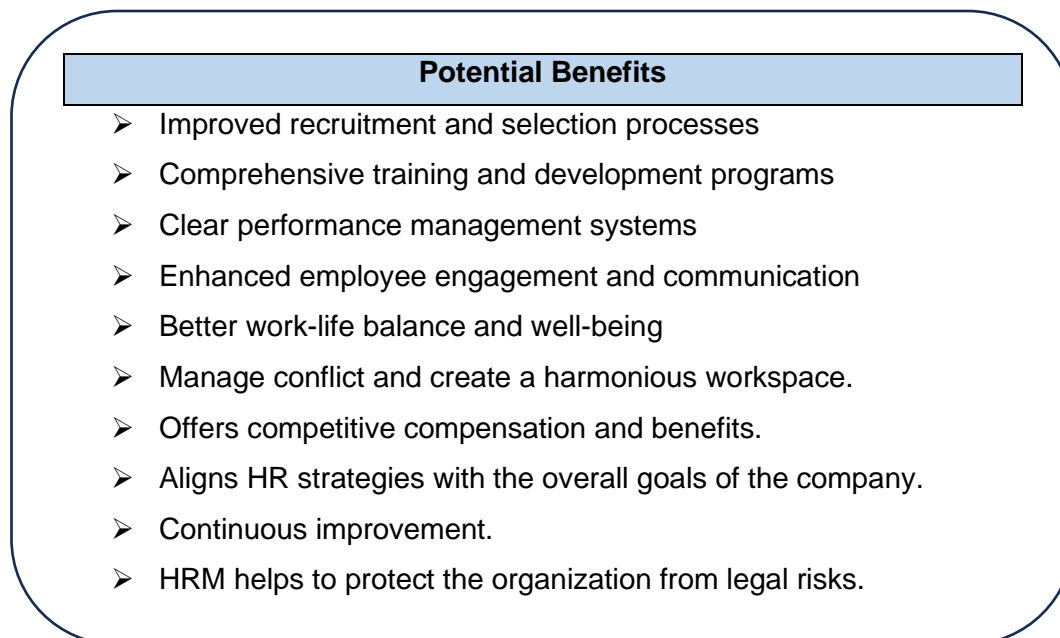
[Purpose of this case study](#)

This is to assess the knowledge and awareness of key individuals within each company regarding Human Resource Management (HRM). The study aims to determine whether these individuals understand what HRM entails and the potential benefits it can bring to a company. By examining their understanding of HRM concepts and its possible advantages, the case study seeks to provide insights into this subject.

The three tables below show the HRM benefits, drawbacks, and their impact on the organization that were raised and discussed in the focus group. Some of these points

have already been covered earlier in this paper and the views expressed here are the same, so not all will be further discussed here.

Chart 2. Benefits of HRM



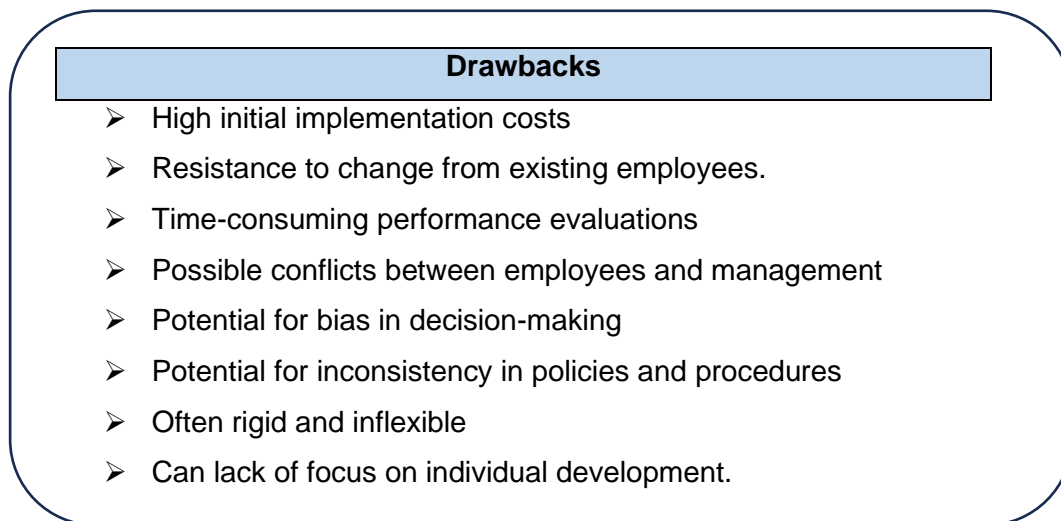
Managing the company's most valuable assets – its employees, is an essential function that HRM plays within an organization. Therefore, implementing Human Resource Management (HRM) practices in an organization can yield numerous benefits. These include improvements in recruitment and selection processes, ensuring that the right people are hired for the job. By offering of competitive compensation and benefits helps attract and retain top talent. Comprehensive training and development programs help employees grow and enhance their skills.

By fostering enhanced employee engagement and communication, HRM contributes to a positive work environment. HRM also plays a crucial role in managing conflicts and fostering a harmonious workspace. Initiatives for better work-life balance and well-being promotes employee satisfaction and productivity.

Aligning HR strategies with the overall goals of the company ensures everyone working together towards a shared goal. Clear performance management systems enable transparent evaluation and feedback.

Important to note also is HRM practices help protect the organization from legal risks, ensuring compliance with regulations and laws. Furthermore, the focus on continuous improvement ensures that HR practices evolve with the changing needs of the organization.

Chart 3. Drawbacks of HRM



While Human Resource Management (HRM) brings significant benefits, it also comes with certain drawbacks to consider. One major concern is the high initial implementation costs associated with setting up HRM systems and processes. HRM software tends to be costly and with that comes consulting cost, implementing information system infrastructure, or checking if the one in place is feasible with this system and the cost to train staff to use the system. It is important to note maintaining HRM systems requires a significant investment in terms of both human and financial resources.

Not everyone welcomes changes so it is expected employees may resist changes brought about by the introduction of new HRM practices. Moreover, they will be asked to share private information which raises concerns about confidentiality and data security, which can disrupt workflow and morale.

HRM must create a balance between the company goals and employees and in doing so they may encounter conflicts between employees and management may arise due to differing perspectives on HR policies and decisions. There is also the risk that HRM systems may focus more on organizational needs than on individual development, potentially overlooking the personal growth and career aspirations of employees. As let us face it HRM is an employee of the company and like everyone else they must adhere to directives given by management. The only time they can stand their ground is legal issues arise and may pose a challenge, then they can remind the company that they ought to comply with laws and regulations.

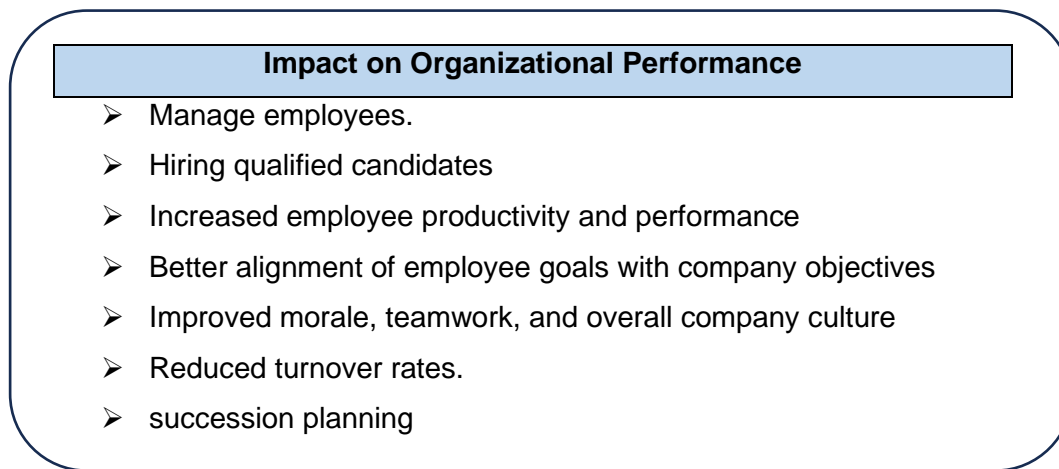
We were reminded that HRM consist of people and people have friends who they might look out for and therefore, there is a risk of bias in decision-making processes, which could undermine fairness and equity within the company. Also, persons may feel HRM is only making decisions in favour of the company.

Recruiting and training processes can be resource-intensive and time-consuming, diverting attention and resources from other important tasks. Performance evaluations, although crucial, can be time-consuming, requiring dedicated efforts from both managers and employees.

Policies and procedures are implemented based on the understanding of HRM, different people interpret information differently and this may cause inconsistencies and procedures may lead to confusion and undermining of the organizational effectiveness.

Finally, due to the nature of HRM everything they do they ought to make sure it follows the law causes the system to be rigid, and oftentimes inflexible. That is why HRM practices may be seen as a hinder in its responsiveness to changing needs.

Chart 4. HRM impact on organizational performance



The impact of HRM on organizational performance extends far beyond individual practices. By effectively managing employees, managers are now able to focus on other tasks to improve the company's profitability. For starters, if HRM recruits the right individuals, not only is it laying the foundation for the company's success, but it also contributes to the long-term productivity and performance success.

In ensuring there is an alignment between the company and its employees, not only does it enhance individual motivation, but it also promotes collective efforts toward achieving company goals. HRM initiatives often lead to improved morale, increased teamwork, and a positive work culture, which are critical drivers to a company's success.

HRM can help in reducing turnover rates by having an effective succession plan, as this ensures that the organization is well-prepared for future transitions, stability, and continuity.

Armstrong and Taylor, in their book *Armstrong's Handbook of Human Resource Management Practice*, effectively summarize the impact of HRM in three points.

1. Effective HR practices influence employees' traits such as their level of engagement, commitment, motivation, and skills.

2. When a company employs the right individuals, in that they have positive traits then it is more likely that the company will excel in its performance, productivity, quality and more importantly its customer service.
3. If the organisations performance is improved, then it is safe to assume the financial outcome of the organisation will also improve.

In conclusion, it is undeniable Human Resource Management (HRM) plays a crucial role in a company. The benefits of implementing effective HRM practices in a company far outweigh the drawbacks, its positive impact leads to the success and sustainability of a company. It creates a strong foundation for long-term productivity giving the company a competitive advantage in the marketplace.

Summarised discussion from Case Study 2

Purpose of this case study

Leaders, especially those in senior leadership positions must be mindful of their leadership approach. It is the belief that leaders knowingly or unknowingly use a particular leadership style, and they might not realize how this impacts the overall performance of the company. This influence extends to their direct subordinates, such as managers, and eventually reaches employees.

The tables below show some of the more popular leadership styles that senior managers may use, its influence on middle manager (leaders), influence on employees, its impact on the organization overall effectiveness and the outcome to the organization. The footnote at each table is a summary of the discussion held on that leadership style.

Impact of leadership styles used by senior management

Leadership Style of Senior Management	Affiliative Leadership
Influence on Middle Management	Building relationships, trust, and harmony.
Influence on Employees	Feels supported.

Impact on Organizational Effectiveness	Enhances teamwork, morale, and job satisfaction.
Outcome	Positive

Discussion: This leadership style fosters building relationships, both managers and employees fully endorse this style as they feel they can be their creative self. Staff who feel at ease in their jobs will be more productive.

Leadership Style of Senior Management	Autocratic Leadership
Influence on Middle Management	Adopt a controlling approach sticking to policies and procedures.
Influence on Employees	Limited autonomy, demotivated, and disengaged.
Impact on Organizational Effectiveness	Decreased employee morale and motivation, leading to higher turnover rates.
Outcome	Mixed

Discussion: This approach is more about control and sticking to stringent rules. There was a mixed reaction to this approach. Some persons feel that some level of this approach is good as decision making can be done faster and some claim to feel more secure with this type of leadership. They claim rules and regulations is there to adhere to and once they keep in line, they have nothing to worry about. Majority of the participants were against it as they say this would drive you to being robots, do as you are told and no space for their personal input. Too much constraint can hinder the growth of the company.

Leadership Style of Senior Management	Bureaucratic Leadership
Influence on Middle Management	Focuses on following to rules and procedures.
Influence on Employees	Frustrated by the rules and procedures.
Impact on Organizational Effectiveness	May stifle creativity and flexibility, hindering adaptability and responsiveness to change.

Outcome	Negative
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Discussion: Similar discussion was held on this approach as with the previous. There was a mixed reaction as some say it is good as it provides a sense of direction, while others say nothing good can come from this approach. This leadership style is said to be effective in cases where consistency and control is needed which one would think a manufacturing entity would fall in this group. However, even managers in this group decline this approach as they say they become too involved in the process that they think can be handled by a supervisor, because of that they are led to micromanaging which then means their staff become robots.

Leadership Style of Senior Management	Coaching Leadership
Influence on Middle Management	Provides mentorship
Influence on Employees	Receives guidance and support, growth opportunities.
Impact on Organizational Effectiveness	Facilitates continuous learning and growth, resulting in improved performance and career development opportunities.
Outcome	Positive

Discussion: The majority consensus is that this leadership style is favourable as they feel with proper guidance, they will be able to grow with the company. One participant claims they thought their leaders were just being judgemental and that they were being micromanaged.

Leadership Style of Senior Management	Democratic Leadership
Influence on Middle Management	Encourages collaboration and participation in decision-making
Influence on Employees	Involvement in decision-making processes makes them feel valued.

Impact on Organizational Effectiveness	Fosters a culture of inclusivity and innovation, leading to increased morale, engagement, and commitment.
Outcome	Positive

Discussion: This leadership style fosters open communication which is what most participants like about it. They feel that there is a great level of trust when things are done in a transparent manner, and they feel as if they are a valued part of the system. One participant stated whilst they do not generally think the use of this leadership style is all bad, they sometimes get push back from staff because they are not the ultimate decision making. This participant further explains it becomes very difficult to carry out their job when senior managers using this style steps in and shows favouritism or even oversteps their decision.

Leadership Style of Senior Management	Laissez-Faire Leadership
Influence on Middle Management	Feel a lack of guidance and support.
Influence on Employees	Uncertainty
Impact on Organizational Effectiveness	Decreased accountability and productivity, employees may lack direction and supervision.
Outcome	Mixed

Discussion: This style of leadership is all about freedom. There were mixed views on this style. One participant asked, 'What is there not to like about freedom?'. They get to make their own decision on how to carry out their job. Another said it is bit difficult at times as they are not sure how to proceed at times and if clear procedures were in place, it would be easy for them to follow. Some expressed that because employees are given the space to make decision without their input every step of the way, they have the chance to focus on other task.

Leadership Style of Senior Management	Pacesetting Leadership
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Influence on Middle Management	Sets high performance standards and expects to be met or exceed them.
Influence on Employees	Feels pressured to meet high standards.
Impact on Organizational Effectiveness	May lead to burnout and demotivation among employees if expectations are unrealistic or unattainable.
Outcome	Negative

Discussion: Pacesetting is about setting and meeting high standards. While most is against this style of leadership as it is fast paced which can lead to error and may also cause conflict among staff as they are operating in a cutthroat environment. Others say they do not mind it as it pushes them to aim higher.

Leadership Style of Senior Management	Servant Leadership
Influence on Middle Management	Prioritize serving the needs of employees.
Influence on Employees	Feels valued and supported.
Impact on Organizational Effectiveness	Enhanced employee engagement, loyalty, and job satisfaction, resulting in higher productivity and retention rates.
Outcome	Positive

Discussion: One drawback which was highlighted was if managers use only this style of leadership they will be seen as pushover and lose respect of employees. Having that point out in the open all participants are in favour of this leadership style as they feel their wellbeing has been considered and they are seen and heard.

Leadership Style of Senior Management	Situational Leadership
Influence on Middle Management	Adapts based on the specific needs and circumstances.
Influence on Employees	Benefit from tailored support and guidance.

Impact on Organizational Effectiveness	Enhances flexibility and effectiveness in addressing diverse challenges and maximizing the potential of middle management and employees.
Outcome	Positive

Discussion: This style of leadership allows flexibility. All participants favoured this style, managers because they can tailor their approach to a situation as they see suitable and employees as they are treated on an individual's basis and not with a one size fits all situation.

Leadership Style of Senior Management	Transactional Leadership
Influence on Middle Management	Focus on maintaining status quo and achieving performance targets.
Influence on Employees	Motivated by incentives and consequences, goal attainment and accountability
Impact on Organizational Effectiveness	Limited innovation and adaptability, as middle management may prioritize meeting short-term goals over fostering long-term growth and development.
Outcome	Negative

Discussion: Whilst this style creates transparency and fairness and offer reward and incentives when a goal is achieved but they are punished if they fail this makes this not so favourable. Similar views were expressed on this style as pacesetting, participants believe that this style makes the work environment toxic as people will be working towards meeting a target which oftentimes are short-term targets.

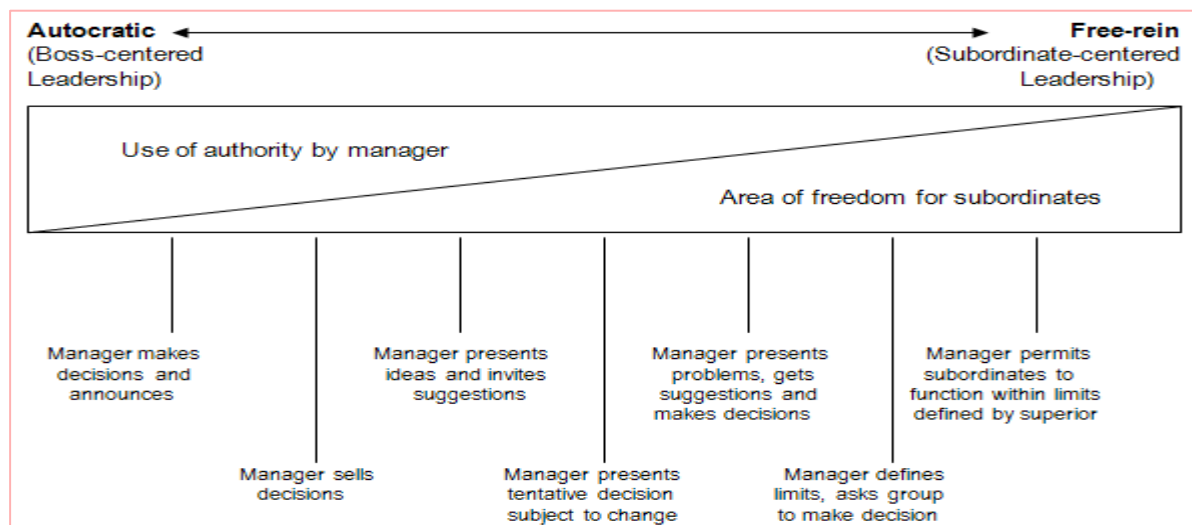
Leadership Style of Senior Management	Transformational Leadership
Influence on Middle Management	Fostering a culture of innovation and empowerment.

Influence on Employees	Feels inspired, motivated, and encouraged to go above and beyond.
Impact on Organizational Effectiveness	Improved communication, collaboration, and innovation throughout the organization.
Outcome	Positive

Discussion: Consensus of participants gravitate to this leadership style as manager feel a sense of purpose when they can impart their knowledge to uplift their team and employees as their input is valued.

The Tannenbaum and Schmidt Leadership Continuum model, proposed in 1973, emphasizes the relationship between the degree of authority used by a leader and the level of freedom available to subordinates. It outlines a range of leadership styles, from autocratic to democratic, and suggests that the most effective leadership style depends on various situational factors.

Table 8: Continuum Leadership Behaviour



CHAPTER 5

CONCLUSION

Understanding the Human Resource needs of: Manufacturing and non-manufacturing industries

Manufacturers prioritize maintaining and optimizing their machinery because it is fundamental to their operations. This is understandable as the quality and efficiency of their machinery directly impact their ability to produce goods effectively and meet customer demand.

During my research, I observed there was a tendency to underestimate the critical role that human resource management and leadership plays within their operation. This even exist in companies human resource management in place. The main reason given was, while they recognise the importance of the human factor, prioritization of operational aspects is paramount, this driven by the belief that while personnel may change, operations endure.

Companies with human resources management in place shows greater organisation, have a welcoming atmosphere, and consistently achieve year-over-year profit growth. The difference between a manufacturing and non-manufacturing industry is, manufacturing industries involve producing physical goods while non-manufacturing industries, on the other hand, offer services. In the manufacturing industry, you will find companies like Worthy Park who manufactures rum, sugar and molasses and Scottie Peppa that manufactures pepper-based products such as sauce and jams. In the non-manufacturing industry, you will find companies like Elite Event Planning & Décor and Campbells Accounting Services.

Human resource management in both manufacturing and non-manufacturing handle the same issue just that it would be tailored to the company' operation. Human resource management right across the industries is not only about hiring and firing people, but it also helps make sure people are used well, making work better and getting more done. It also keeps workers happy, so they stay longer and don't leave

as much. Good HRM makes the workplace a nice place to be, encouraging teamwork and new ideas. And it makes sure everyone follows the rules, so nobody gets in trouble, and everything is fair. Basically, HRM is key for any business to do well and keep growing over time.

What do I mean by HRM is tailored to the company' operation? In a manufacturing company when hiring they will place emphasis on the technical skillset of the applicant, while in non-manufacturing, they will mostly focus on customer service. Other areas that require a high degree of tailoring is safety, unionization, education and training and remote work and technology.

Safety is important in all companies but whereas in the nonmanufacturing this can be handled slightly in the manufacturing it cannot be the same. There is a higher chance of having a safety issue in manufacturing, I mean they are using machinery, if it is being misused or not properly maintained that may lead to major accident where persons may even lose their lives.

Each industry requires on-going training, this is a greater requirement for manufacturers to keep in line with industry requirements. For example, employees in all companies who handle food items must do a food handlers permit every year. An accountant may encounter some changes in reporting standard, but this is less frequent than doing the food handler's test.

Unionization was found in both manufacturing company but not in the non-manufacturing company. A union in manufacturing is used largely for labour negotiations, such as wages, working hours, safety standard etc, they act like a human resource personnel.

Remote work is the biggest degree of tailoring, it goes without saying manufacturer must be at the manufacturing plant to produce (do their job), for someone in non-manufacturing oftentimes their job can be done anywhere once they have access to a computer or company system. During the heights of the Covid-19 pandemic when non-

manufacturing persons were asked to stay home, as a requirement by law, persons in the manufacturing industry were exempted and had to be at work like any other day.

Last year, it became mandatory that all companies big or small, registered or not once they have anything to do with preparing food for the public, they must have a food handlers permit. To meet this requirement many companies had to tailor their human relation strategies in that they must provide training and ensure all employees are compliant.

Throughout this paper many mentioned were made that effective HRM leads to organisation success, what they do and how it leads to this is sparsely discussed. The core function of HRM is to recruit and select employees, this is something they must get right the first time. If the right talent is selected then the company will have an employee for a long time and not having to think about cost for advertising, training new hire or worry about the downtime when training new employees.

Another core area is performance management, this comes with a reward (money going out, even if it is time-off given, it is costing the company somehow) but it will come back to the company based on employees increased productivity. If HRM has an effective method of managing performance then not only will they be rewarding top achiever, but they will be able to identify the strengths and weaknesses of each employee, making succession planning easier.

Employee relation is also crucial here. If management and employees or even employees and their peers have a good work relationship this will lead to a harmonious workplace. Look at this flow employees happy, they will stay keeping turnover rate low, this will now make the company attractive to job seekers. A high level of the workforce wants to work at your company means you can easily attract top talent, now you can be more innovative and creative. This is the case for Daleys Peppa, they are in operation for over 30 years and except for death and migration no one leaves the company.

Gaps that Human Resource Management fills

Gaps exist when there is a difference in where you are and where you want to go. As it relates to HR these gaps will include things such as resources, skills, or processes to get where the company wants to go and that is stated in the company mission and vision statement. One of the companies that participated in this research had to fill a gap recently through HR (manager in this case, no HRM in place).

An employee who has been in a position for over 10 years, request vacation leave which is at the same time every year (during low production season). A few days later, management received a resignation letter with immediate effect. There was no one with the required knowledge to fill that position and now it is almost production time.

Management was now in a dire situation and needed someone immediately. They asked another staff to temporarily fill in, while they search for a replacement. This employee was given access to the resigned staff computer, office, and files to get familiar with certain task. Management had to take the time to train this employee on every task to be done. Three months later management was very impressed with the progress of this employee and decide to offer them the position. Management having learn a lesson the hard way, continued their search for someone else to be added to that department. In addition to employing a second person for this department, they had to hire a replacement for the employee that was transferred.

Obviously, this happens in a company that has no HR, so we can see all the HR related issues that this manager had to face in a very short time. There was no succession planning in this company, manager had to now consider implementing that system now. Management had to train the existing employee for this job, draft an advertising for vacant position, review applications, conduct interviews, compose a job description, selection, and on-boarding process etc. Let us assume this manager is the Operations Manager, can you imagine how backed up his work was during that period and the amount of time taken to get back up to speed. Yes, I applaud the manager in successfully conducting these HR task but think about it, had there been a HRM

system that three quarter of this would not have been on the manager and he would be able to focus on his main task as an operations manager.

How can HRM lead to a better output:

1. Employee persons who not only has the qualification but also the right attitude that will fit the company.
2. Ensure the company is equipped with the necessary skillset and qualifications to get the company to where it wants to go. This is not just applicable to persons currently employed and the whole succession process but HRM should know what skillset exist in the market so they can identify during interview process or when sending out an advertisement they know what to ask for. Importantly HRM should keep a database of persons who submitted an application that they can first consult before spending time to create an advertisement and spending money for same.
3. Address staff well-being to avoid burnout, stress, incomplete task due to absenteeism which will reduce the cost medical expenses.

Leadership style in manufacturing companies

Certainly, identifying effective leadership styles is crucial for achieving success in any industry. While we understand that leadership styles vary, and there is no one-size-fits-all approach, it is important to recognize the combination of styles that yield positive results. Effective leadership not only guides and motivates teams but also fosters a harmonious culture, boosts employee satisfaction, and enhances productivity and operational efficiency.

Throughout this research, it is evident that leaders employ various styles to achieve these outcomes. However, there is no singular formula for success. Therefore, I aim to identify the specific combination of leadership styles that have proven to be effective in practice.

A manufacturing company successfully increased production by combining democratic and coaching leadership approaches. To achieve this goal, all employees in the relevant department were actively involved in the process.

Several meetings were held over a period to discuss the objective: installing machinery to increase the number of bottles produced per day. During these meetings, staff members were encouraged to share their ideas and opinions, which were taken into consideration when making the final decision. This democratic approach ensured that everyone felt valued and had a stake in the outcome.

Additionally, managers who had prior experience with similar implementations provided guidance and support throughout the process. They shared their knowledge and insights, coaching team members on how to navigate challenges and maximize efficiency during the transition.

By combining democratic decision-making with coaching support, the company fostered a collaborative environment where employees were empowered to contribute their expertise and learn from experienced leaders. This approach not only increased production but also boosted morale and engagement among team members.

At this same manufacturing company, a situation arose where a combination of autocratic and pacesetter leadership styles led to effective results. After successfully implementing a new production line, the company encountered an issue where the capping machine malfunctioned, halting the production of finished goods for the day. Rather than allowing the staff to waste time, the manager took decisive action. They divided the employees into two groups: one focused on liquid blending and the other on packaging and storage. Meanwhile, a technician was called in to address the machinery issue.

The daily production limit for liquid blenders is one vat. However, while these employees are assigned here the manager sets the daily production limit of 2 vats, ensuring they could keep production going once the machinery was repaired. This

decision aligned with the pacesetter leadership style, as it set high performance standards and encouraged the team to work efficiently despite the setback.

Simultaneously, the autocratic leadership style was evident in the manager's quick decision-making and direction of the team without extensive consultation. This ensured that resources were allocated effectively and that the company could resume production as soon as possible.

Ultimately, this combination of autocratic and pacesetter leadership styles proved effective in overcoming the challenge and maintaining productivity.

A combination of transformational, democratic, and servant leadership styles was used to implement a new inventory system with remarkable results.

A project team was put together to spearhead the implementation of this project. The team comprises inventory personnel, accounting staff, and representatives from the software company. Management communicated the vision for the new system, emphasizing how it would make certain processes of their job easier. Inventory personnel would no longer need to find managers to approve documents, while accounting staff would eliminate manual data entry.

Throughout the process, management maintained regular communication and teamwork especially when doing activities in the replicated version of the system. The team was encouraged to share feedback and make suggestions for improvement. Management sought input from team members on how the system could better meet their needs and address any potential inefficiencies. In doing so, democratic leadership style was demonstrated here.

Trial and error were embraced as part of the learning process, with management providing ongoing support and encouragement to the team. They attended meetings and training sessions, demonstrating servant leadership by offering guidance and assistance whenever needed. Additionally, the manager regularly checked in with staff to ensure their well-being and progress on the project.

As a result of this combined approach, the implementation of the new inventory system was a success.

Indeed, no single leadership style always guarantees success, but combining one or more styles can often lead to favourable outcomes. It is important to consider several factors before blending styles, including the specific situation at hand, the culture of the organization, and your own strengths and weaknesses. By taking these factors into account, you can better tailor your approach to maximize effectiveness and achieve the desired results.

Conclusion from employee's questionnaire

This report summarizes findings from a questionnaire distributed to employees, shedding light on the impact of Human Resource Management (HRM) on employee experiences and overall company productivity. Key areas examined include Initial Recruitment and Onboarding, Training and Development, Performance Management and Communication, Leadership and Management, Work-Life Balance and Job Satisfaction, and Perception of HR Department.

Initial Recruitment and Onboarding:

Companies without HR departments lack structured recruitment processes and standardized onboarding procedures. Most employee in this category said they heard about their job through word of mouth and their on-boarding was by a manager and or the head of the department. No doubt they also say there was mismatches between job descriptions formal or informal and the actual task they were given.

Training and Development:

Majority of the persons in companies without HR said they did not receive any training. Interestingly though a few within HR structured company they also said did not receive any training. I would have loved to delve a little more into this, but sadly my questionnaire lacked follow-up questions to clarify details such as, by saying no training means none at all or no formal training, also for persons in companies that has not received training what level or position they hold in the company.

HR departments often play a crucial role in organizing and monitoring training initiatives. They keep up to date on development in the industry and recommend and or implement programs for employees. Without an HR department, ensuring consistent and effective training programs may be challenging as manager have their core task to focus on. Also, training is not just about sending someone to do a course because it is in the field but the relevance of the course to the persons job, follow up after the training to see if the staff learnt anything etc.

Performance Management and Communication:

While most participants mentioned their company conducts performance appraisals, it is surprising how high the number of persons who say they feel adequately informed about changes and decisions made by upper management. This suggests a potential gap in communication between management and employees, which could impact employee morale and productivity.

Leadership and Management:

Participants expressed mixed perceptions regarding their immediate supervisors' leadership styles and effectiveness.

Some felt their managers provide clear direction and guidance, encourage open communication, and support professional development. However, areas for improvement were also identified, such as involving the entire team in big decisions and providing constructive feedback.

Work-Life Balance and Job Satisfaction:

Overwork seems to be a prevalent issue.

Participants feel their company would operate effectively if they were to leave for long or short periods, indicating potential concerns about workload distribution and succession planning.

Perception of HR Department:

This group has no HR in place so there will be no answer provided on those question to make HRM decision.

It's crucial to understand the reasons behind participants' opinions and whether their perceptions align with the effectiveness of HR-related processes and initiatives within their companies.

In conclusion, the survey highlights the importance of Human Resource Management in manufacturing and non-manufacturing companies for ensuring effective recruitment, onboarding, training, performance management, communication, leadership development, and employee well-being. While some companies operate without dedicated HR departments, their absence could lead to challenges in these critical areas, potentially impacting employee satisfaction, productivity, and overall company success. Moving forward, companies should consider investing in HRM practices and resources to address identified gaps and improve employee experiences.

Conclusion from leaders' questionnaire

This report presents findings from a questionnaire distributed to leaders, Human Resource (HR) responsibilities, and leadership styles in companies with and without Human Resource Management (HRM) departments.

HR Responsibilities and Competencies:

Leaders in companies without HRM are responsible for a broader range of HR activities compared to those with HRM. They also rate their competencies in human relations higher, suggesting they may have received more training or support in this area. It may also be viewed that their competence may arise from their years of experience handling HR related matters.

Views on HR Duties and Department:

Leaders in companies with HRM are more likely to enjoy carrying out HR tasks compared to those without HRM. The view drawn is that this may be the case as they may only encounter small grievance and does not feel the impact of handling the bigger which will be taken care of by their HRM.

However, the opinions on HR departments are similar between the two groups, indicating potential room for improvement in HR department effectiveness across the board.

Leadership Styles and Performance:

Both groups of leaders prioritize communication and collaboration among their team members.

However, leaders in companies with HRM may provide clearer direction and guidance more frequently, possibly contributing to better team performance.

Employee Motivation and Engagement:

Strategies for motivating and engaging teams are similar between the two groups of leaders.

However, leaders in companies with HRM might have more resources or support available to implement these strategies effectively.

Relevance of HRM:

Leaders in both groups recognize the importance of HRM in organizational success, highlighting its relevance.

In conclusion, the presence of HRM in companies appears to have a significant impact on leadership levels, HR responsibilities, and leadership practices. Companies without HRM tend to have broader HR responsibilities. There are areas for improvement, such as enhancing HR department effectiveness and ensuring consistent support for leaders in both types of companies. Overall, HRM plays a crucial role in shaping leadership practices and organizational effectiveness.

Conclusion from Focus Group

Overall, the survey reflects a positive perception of HRM and its potential impact on employee turnover, organizational effectiveness, and managerial productivity. It also

highlights the importance of inclusive leadership practices, adaptability in leadership approaches, and setting clear expectations for teams. While there may be differences in opinions regarding the effectiveness of specific leadership styles, there is consensus on the need for flexibility and responsiveness in leadership behaviours. These findings underscore the significance of HRM and effective leadership practices in driving organizational success and employee satisfaction.

After reviewing all the evidence, having a Human Resource Management (HRM) system in place can greatly benefit your company. While the initial cost of implementing such software may be high, the long-term advantages are substantial. With HRM in place, managers can focus on their primary responsibilities, leading to increased productivity and, ultimately, greater profitability for your company.

APPENDICES

1. Consent form:

My name is Diana Kameka. I am writing to request your consent to participate in my PhD dissertation with Selinus University of Science and Literature. My research study titled "The Importance of Having Human Resource Management and Choosing the Right Leadership Style in a Manufacturing Company." The purpose of my research is to gain insights into how human resource departments operate and the types of leadership styles practiced by managers within organizations like yours. Your company's perspective and experiences would greatly contribute to the depth and understanding of my study.

Participation in the survey would involve completing a questionnaire designed to gather information about your human resource department's operations and your manager's leadership style. I will be using the test-retest method, meaning conducting this survey with the same persons at two different intervals. The survey is straightforward and should take approximately 30 minutes each time to complete.

Furthermore, I would like to extend the invitation to your staff members to participate in the survey as well. Their perspectives are valuable in providing a comprehensive understanding of your company's practices.

All responses provided will be kept confidential and used solely for research purposes. Your company's anonymity will be maintained, and any identifiable information will be kept strictly confidential.

Your participation in this research would be immensely appreciated and would contribute to the advancement of knowledge in the field. Additionally, I am more than willing to share the results of the study with your company upon completion.

If you are interested in participating or have any questions about the survey, please feel free to contact me at 1-876-883-6412 or dkameka@outlook.com. I am happy to provide any further information you may need.

Thank you very much for considering this request. I look forward to the possibility of working with your company on this research.

Warm regards,

2. QUESTIONNAIRE FOR EMPLOYEES

Welcome to our survey questionnaire!

Thank you for taking the time to participate in this survey questionnaire. The aim is to get an understanding of how your human resource department operates and the type of leadership style your manager practices. Your invaluable input will be used to gather insights on “The importance of having human resource management and choosing the right leadership style in a company”.

Your opinions and experiences matter and your time is greatly appreciated. Please answer the following questions honestly and to the best of your ability. Rest assured that all responses will be kept **confidential** and used solely for research purposes.

Thank you for your participation and contribution.

1. How did you initially hear about your current position?
 - Advertisement
 - Word-of-mouth
2. Is your company in the manufacturing industry?
 - Yes
 - No
3. Does your company have a human resource department?
 - Yes
 - No
4. How many years have you been employed to this company?
 - 0 – 5 years
 - 6 – 10 years
 - Over 10 years
5. Who conducted your on-boarding interview?

- HR
 - Manager or Head of department
 - Both
6. Does the job description outline during the interview process matches your current task?
- Yes
 - No
 - Somewhat
7. Does your company provide you with the required training to keep you updated with your job?
- Yes
 - No
8. Does your company conduct performance appraisal?
- Yes
 - No
9. If yes, to the above how often is this done?
- Monthly
 - Quarterly
 - Annually
10. Have you received feedback or recognition for your work in the past quarter?
- Yes
 - No
11. Does your performance tie to any reward system such as profit sharing, bonus or time off?
- Yes
 - No
12. Do you have a good balance between work and life at this company?
- Yes
 - No

13. How would you describe your work environment?
- Harmonious
 - Toxic
14. Does your company promote staff from internal first or seek new employees when a position becomes vacant?
- Internal
 - External
15. Do you feel adequately informed about changes and decisions made by upper management?
- Yes
 - No
16. Are performance expectations communicated clearly by management?
- Yes
 - No
17. Do you feel that your manager encourages open communication among team members?
- Yes
 - No
18. Does your company conduct regular staff meetings?
- Yes
 - No
19. Do you find staff meetings to be productive?
- Yes
 - No
20. Does your manager involve the entire team in big decisions?
- Yes
 - No
21. In what ways could your manager improve as a leader?
- Communication
 - Motivation

Conflict resolution

22. What is your level of autonomy?

High

Low

Non-existent

23. When completing a task does your manager guide your every step?

Yes

No

24. How would you describe the leadership style of your immediate supervisor or manager?

You may select one or more that describes your supervisor or manager.

Once given a clear task they give you space to be creative.

Always micromanage.

Makes all the decisions without consulting the team.

Involves the team in decision making.

Leads by example.

Use contingent rewards and disciplinary actions to motivate their team.

Consistent when making human resources decisions.

Spends time to teach and coach members.

Provides guidance and coaching when required.

Shows favouritism.

Keeps you motivated.

25. Do you feel that your manager provides clear direction and guidance?

Yes

No

26. How comfortable are you expressing your opinions or concerns to management?

Very comfortable

Somewhat comfortable

Not comfortable at all

27. Does your supervisor help your team meet goals and succeed?

Yes

No

28. Does your supervisor provide you with constructive feedback?

Always

Sometimes

Never

29. Does your company follow the labour laws?

Always

Sometimes

Never

30. Do you feel supported by management in your professional development and career growth?

Yes

No

31. Have you had discussions with your manager about your career goals and aspirations?

Yes

No

32. If you require to go on vacation, is there someone who can readily fill in for you?

Yes

No

33. Would your company operate effectively if you were to leave for long or short periods?

Yes

No

34. How does your manager react when you ask for time off or absent from work?

Lots of questions

- Says no.
 - Allows you to go but show more concern about you completing your task first.
35. Did you complete your job description, or one was given to you?
- Complete by self
 - One was given.
36. In which area is your leader most effective?
- Coaching, mentoring, and motivating.
 - Decision making and take accountability.
 - Knowledgeable about the job
 - Communication
 - Puts the team needs above self.
 - Allows complete autonomy.
 - None of the above
37. How overworked do you feel?
- Yes
 - No
38. What is your opinion on your human resource department?
- Follows through on promises in a timely manner.
 - No preferential treatment or biases
 - Confidential
 - Cannot be trusted, nothing is confidential.
 - Makes no difference as they do not seem knowledgeable.
 - Seem to be in favour of the company and not the employees.
 - No HR exists.
39. Do think these areas run smoothly because of the existence of hr in your company?
- Salary
 - Fair appraisal system
 - Standard policies and procedures

No, as no hr exist.

40. Would you recommend your company for employment to a highly educated person?

Yes

No

3. QUESTIONNAIRE FOR LEADERS

Welcome to our survey questionnaire!

Thank you for taking the time to participate in this survey questionnaire. The aim is to get an understanding of your input on human resource tasks and the type of leadership style your practices. Your invaluable input will be used to gather insights on “The importance of having human resource management and choosing the right leadership style in a manufacturing company”.

Your opinions and experiences matter and your time is greatly appreciated. Please answer the following questions honestly and to the best of your ability. Rest assured that all responses will be kept **confidential** and used solely for research purposes. Thank you for your participation and contribution.

1. What is your leadership level?

CEO

Operation manager

Supervisor

2. How long have you been in leadership position, current and prior?

0 – 5 years

6 – 10 years

Over 10 years

3. How many persons are employed to your company?

1 – 15

16 – 30

31 – 50

Over 50

4. What is the size of the team you currently supervise?

- 1 – 5
 - 6 – 10
 - Over 10
5. What is your level of education?
- High School
 - Professional studies
 - University level _____
6. How many years have you been in leadership position?
- 1 – 5
 - 6 – 10
 - Over 10
7. Which human resources activities are you responsible for?
- Recruitment and terminate.
 - Training
 - Compiling job description
 - Manage conflicts effectively.
 - Enforcing labour laws
 - All the above
 - None of the above
8. How do you rate your competences in human relations?
- Very knowledgeable
 - Has the basis knowledge.
 - Has no clue but trying to figure my way through it.
9. How much of your time do you spend attending to HR related issues?
- Sometimes I feel as if there are not enough hours in the day.
 - Because of my focus on my main task, my hr duties are lagging.
 - I sometimes make hasty decisions with hr related matters so I can focus on my main task.
 - It comes natural for me so its normally done promptly.

10. Why are you involved in human resource matters?

- No human resource so the task is on each manager or supervisor.
- It helps to supervise my team and ensure they get rewarded accordingly.
- To ensure my staff have all the requirements (tools, training) to complete their

task.

- Job requirement for all managers and supervisors

11. How confident are you with your HR knowledge?

- I lack knowledge and guidance on hr policies and procedure.
- I am knowledgeable based on education or prior experience.
- Use the company hr policies and procedure as a guide as it is clear and easy to follow.

12. How do you handle difficult HR responsibility especially in case of termination?

- I remain calm and rely on knowledge to get through the process.
- I find it difficult and prefer not to do it.
- Comfortable as I am prepared to do what it takes to execute my duties.
- Pass it on to someone else and or ensure I am not in office when this being done.

13. Irrespective of the challenges you face while carrying out your HR duties, do you enjoy doing it?

- Yes
- No

14. Which of the following fits your views on HR duties

- This should be left to the experts.
- Anyone can do it and should do it.
- Should be centralised to HR department as it takes away from you being at your best in your field.

15. I receive support when carrying out HR task from?

- No one
- Upper management

Supervisors on my team

HR department

16. What is your opinion on your hr department?

Supportive, follows through on promises in a timely manner.

Makes no difference as they do not seem knowledgeable.

Focuses solely on employees and not on company goals.

Focuses more on company goals often ignoring employee's needs.

Find a mutually beneficial ground for employees to meet the company goals.

Does not exist within my organization.

17. How well do you believe your leadership style aligns with the organization's values and goals?

Very well

Somewhat

It is just a job that pays my bills for now.

18. How frequently do you provide clear direction and guidance to your team members?

As request

Once a task is given

Never, I let them figure it out and give me result.

19. How do you facilitate communication and collaboration among your team members?

Have team meetings to discuss achievements and difficulties, then brainstorm if needed.

Facilitate social gatherings.

Have one on one meetings at least once a month.

Has an open-door policy.

20. What strategies do you employ to motivate and engage your team on a day-to-day basis?

Let everyone know the task the team must achieve and the part they play.

- Have casual professional conversations in passing.
 - Openly recognise accomplishments (plaque or token for outstanding performance etc)
 - Give them autonomy over their job and hold them accountable.
21. In the past year how many of your direct subordinates resigns or request to move to another department?
- 1 – 5
 - 6-10
 - More than 10
 - Zero
22. How has your team performance been in the past three years?
- Consistent in meeting target
 - Has not been meeting the target.
 - Not met but performance has increased.
 - Not met and performance has been decreasing.
23. What is your relationship with your subordinates like?
- Good rapport
 - It is all about work.
24. Which of the following leadership style used to motivate subordinates?
- Coaching – mentor, give feedback and guidance.
 - Transformational – give them autonomy to be creative and innovative.
 - Transactional – rewards and punishment
 - Situational – varies based on the situation.
25. In the past year what is the level of absenteeism among your subordinates?
- High
 - Moderate
 - Low
26. Which of the following do you think limits employees the most?
- Autocratic

- Narcissist
- Micromanagement
- Bureaucratic

27. As leader which is more important to you?

- Result-oriented
- Relationship oriented
- A mixture

28. In the past five years how many subordinates were promoted under your leadership?

- 1
- 2
- 3
- Over 3
- Zero

29. How do you handle a situation where a staff makes the same error more than two times?

- Coaching – mentor, give feedback and guidance.
- Transformational – encouragement
- Reprimand
- Take over and do it yourself or pass on to another member.

30. Do you think HRM is relevant?

- Yes
- No

4. FOCUS GROUP QUESTIONNAIRE AND DISCUSSION TOPICS

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. It is best to have HRM implemented as it greatly					

assists with employee turnover and retention?					
2. Having a human resources department is good as it is more equipped to handling employee concerns?					
3. Do you believe implementing or having a formal HRM system would benefit the organisation?					
4. Overall, would you say HRM contribute or could contribute to a company effectiveness?					
5. Do you think if HRM is in place to handle employee issues then manager would become more productive?					
6. As a leader when making decisions I think it is best to include my team members.					
7. When faced with conflict, stress, and pressure a leader should always maintain composure and keep calm.					
8. There is one leadership style that always work.					

9. It is best to adjust your approach when dealing with different individuals and situations.					
10. It is best practice to set clear expectations and hold team accountable for their actions and results					

Case Study 1: What are the potential benefits and drawbacks of implementing HRM practices in a company, and how do these factors impact organizational performance?

Case Study 2: How does the leadership style of senior management influence middle management and employees, and what implications does this have for organizational effectiveness?

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