



The Relationship Between Leadership Skills And Human Resource Management Practices: A Systematic Review



Overview

The theoretical framework based on the 'Upper Echelons Theory' (Hambrick & Mason, 1984) and the 'Attention Based View' (Ocasio, 1997), indicate that there is a link between leader cognitions and the adoption of management practices. However, the mechanism of the relationship remains unclear in literature. Addressing such gap in the literature to uncover the drive towards the choice of management practices is critical for businesses to thrive in the dynamic and unstable environments they subsist. Thus, the aim of this study is to shed light on the relationship between the two variables. More specifically between leadership skills, the knowledge structures leaders acquire through experience and education, and human resource management (HRM) practices; the cornerstone of any organization since they enhance employees' performance, connects them with the firm's strategic direction and towards the achievement of the company goals.

Methodology



Anticipated Insights

- This research will provide insights on the mechanisms linking skills and leadership behavior to HRM practices contributing to theoretical discussions about the influence of leadership skills on the choice of management practices and providing future direction to advance this subject further.
- It will also have significant practical implications for organizations providing awareness on best practices, recommending and guiding improvements on decision making and directing business policies.

Keywords

Leadership, Leadership Skills, Leadership Behavior, Management Practices, HRM Practices, Systematic Review

References

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- Ocasio, W., 1997. Towards an Attention-Based View of the Firm. *Strategic Management Journal*, 18, pp. 187–206.