

## THE IMPACT OF LEADERSHIP TRAITS ON HUMAN RESOURCE PRACTICES, GENDER AND TRANSFORMATIONAL LEADERSHIP

Habeb F.J., Mostafa M. S., Altyar A.R., Ismail W.K.W., Nor K.M.\*

**Abstract:** The purpose lined with this study is to examine the links among the human resource practices along with transformational leadership, gender and leadership traits. The data were collected from the financial institutions of Iraq and analyzed by using the SEM. The results show that positive association among the human resource practices along with transformational leadership, gender and leadership traits. These findings are suitable for the employees of financial institutions along with the policymakers that they should develop the policies related to the practices of human resource that enhance firm performance.

**Key words:** human resource management, transformational leadership, leadership traits, gender.

DOI: 10.17512/pjms.2020.21.1.10

*Article history:*

*Received* January 21, 2020; *Revised* March 15, 2019; *Accepted* April 26, 2019

### Introduction

The chief sources of the organization are humans. The human that is related to the exploiting activities on human beings is considered as the dynamic for generating value for the organization along with the personalities. From the prior two decades, academics have tried to give trustworthiness to the implication that is exploiting on

---

\* **Fatima Jafar Habeb**, Technical College of Management Mosul, Northern Technical University, Iraq. **Mostafa**, Associated Professor Mosul Technical Institute, Northern Technical University, Iraq. **Ahmed Rakan Altyar** Assistant Lecturer, Presidency University, Northern Technical University, Iraq. **Wan KhiaRUzzaman Wan Ismail** Professor, IBS, UTM, Kuala Lumpur, Malaysia. **Khalil Md Nor**, Professor, Management Faculty, UTM, Johor, Malaysia.

✉ corresponding author: fatimajh2@gmail.com;

✉ m8747104@gmail.com; ahm.rakan@gmail.com; mwkhair@ibs.utm.my; kmdnor@management.utm.my

human beings with an emphasis on two well-developed tributaries of investigation: Human Resource Management (HRM) and Leadership. Leadership is generally focused on seeing the separate and social dynamics of how people influence each other further near common goals. HRM opinions at the systems and performs in an organization that tries to stimulate persons in an organized way, naturally on a leveler. Together Leadership, particularly, Transformational Leadership (TL) and HRM are complicated in what we can approximately call people management (Shah, 2019).

Conversely, S. L. Choi, Goh, Adam and Tan (2016) used a survey method of research and PLS-SEM and found the positive nexus among the leadership style and effective practices of HRM. In addition, results also explore the positive mediation of effective practices of HRM among the links of leadership style and gender. In addition, Kaifi and Mujtaba (2010) surveyed the responses of 502 Americans and 300 Afghans to know their coordination towards TL. The Afghan respondents had considerably higher marks for TL coordination, and the female American respondents had a significantly higher TL coordination than their Afghan female colleagues. Also, the younger Afghans showed a substantially higher trend towards TL orientation than their American counterparts.

The idea of linking Leadership Traits (LT) and TL is on-going. For example, Phipps and Prieto (2011) examine the relationship between LT and TL from a theoretical perspective. They investigate the dimensions of LT as independent variables and inquire how these characteristics correlate with TL. In a separate study, conducted by Habeb, Ismail and Md Nor (2014) provide empirical evidence of the relationship between LT, TL and HRMP. The results show that HRMP partially mediates the relationship. Gender category is a useful parameter in the assessment of gender leadership and plays a vital role (Lyons and McArthur, 2007). There are several variances between men and women that do seem to benefit men in leadership. For instance, men are more likely to help themselves for leadership locations than women (Bowles and McGinn, 2005). The significant attention is needed in the selection of leadership style in the organization among the different style because the style of leadership can bring the organization towards success (Small, Gelfand, Babcock and Gettman, 2007; Wolniak, 2019; Wolniak 2020)..

This paper aims to investigate the link between HRM, LT and TL because the effective practices of HRM will help the different leadership styles to work for the sake of high financial performance of the organization. The second section addresses theoretical issues and hypotheses development. The third section presents the methodology,

discussion and results along with conclusions and limitations. Lastly, suggestions have been given for future work and research.

### **Literature review**

This section provides the previous literature on HRMP, TL and LT. It was evident that most of the studies concentrated on the relationship between TL as being the independent variable. Still, a limited number of studies discussed the relationship between TL as the dependent variable, LT and HRMP. The most significant important responsibility of human resource management is to create sure that the organization has enough amount of leadership and management capability at every level of organization (Shah, 2019).

The notion of transformational leadership interested that leaders want to inspire assistants in command to catch the preferred result of the organization concluded inspiration, significant observations, opinions and ethical with the effective association (S. B. Choi, Kim and Kang, 2017). Academics readdressed the transformational leadership idea into four communal apparatuses as charisma, and individualized consideration, Nguyen, Mia, Winata and Chong (2017) where idealized impact divided into behavior and qualified extents, clarified as worker opinions, morals or rules are centered as charismatic activities of the leader. Inspirational motivation bounded as an objective, or usual regular attainment is through the active announcement of leader which motivates the worker and bases for self-motivation. Intellectual stimulation, on the other hand, is the grade to which the leader admits and escalates worker to frame advanced projects. Finally, individualized consideration as mentions to socio-economic provision providing to the worker in order to empower and growth.

In addition, Baškarada, Watson and Cromarty (2017) tested an ideal in a sample of 228 persons, including 114 leader-follower dyads from a varied variety of organisations and industries. The outcomes exposed that for the much practised transformational leaders, ethical leadership manners related positively to workers' in-role and extra-role exertions, whereas demanding leadership manners connected harmfully to workers' in-role and extra-role pains. In distinction, right and totalitarian leadership behaviours did not meaningfully mark supporters' responses to leaders' slight in TL (Hussain, Mosa and Omran, 2017).

In addition, Hussey and Eagan (2007) discussed SEM as being a viable procedure to authenticate conservational act models. The article dividends several valuable understandings from using SEM to assess the improvement of a conservational act model for SMEs. They review the SEM methodology and share the outcomes from a people of SMEs in the plastics industrial area. Fitting figures established the general typical appropriate, but not all pathways in the type were statistically significant. A multisource method was used to gather study data from 32 Taiwanese firms in electronics manufacturing. The findings support a direct and positive link between the leadership style labelled as “transformational” and “organisational innovation”. Furthermore, they show that TL has a significant and positive relationship with authorisation and improvement and supportive organisational environment. The previous is found to have a significant but negative relationship with organisational development, while the latter has a main and optimistic relationship (Jung, Chow and Wu, 2003). The data analysis method used in the study by Thamrin (2012) is the ‘Structural Equation Model’ (SEM). The results indicate that TL has a significant positive effect on organisational commitment and the employees’ performance and that TL has no significant favourable influence on job satisfaction.

Furthermore, Zhang and Bartol (2010) use SEM to undertake research and test an academic model connecting authorising leadership with creativeness using numerous intervening variables. Using the survey data collected from proficient workers and their administrators in a large data technology company in China, they found that, as expected, authorising leadership positively affected psychological empowerment. In contrast, leader reinforcement of creativity moderated the linking between spiritual empowerment and creative process assignation. Therefore, in this study, five hypotheses are used to test this and to find the relationship between LT, TL, gender and HRMP by using SEM.

H1: There is a positive association among the practices of HRM and leadership traits.

H2: There is a positive association among the practices of HRM and transformational leadership style.

H3: There is a positive association among the leadership traits transformational leadership style.

H4: Gender is positive moderates among the links of leadership traits and transformational leadership style.

H5: HRM practices are positive mediates among the links of leadership traits and transformational leadership style.

### Research methods

A quantifiable study technique was applied in this research. The data for this study was composed of employees of financial institutions located in Iraq. The trial's members were haphazardly nominated. A theoretical structure was applied to examine the connection between nominated HRMP, TL and LT. The investigation surveys, which were physically distributed to the haphazardly nominated members. SEM was used to test the hypotheses; examined using multivariate assumptions and goodness of fit of the structural model. Following, the significance of the connection between LT and TL, and the connection between TL and selected HRMP, were studied. Finally, the partial mediating of selected HRMP were studied.

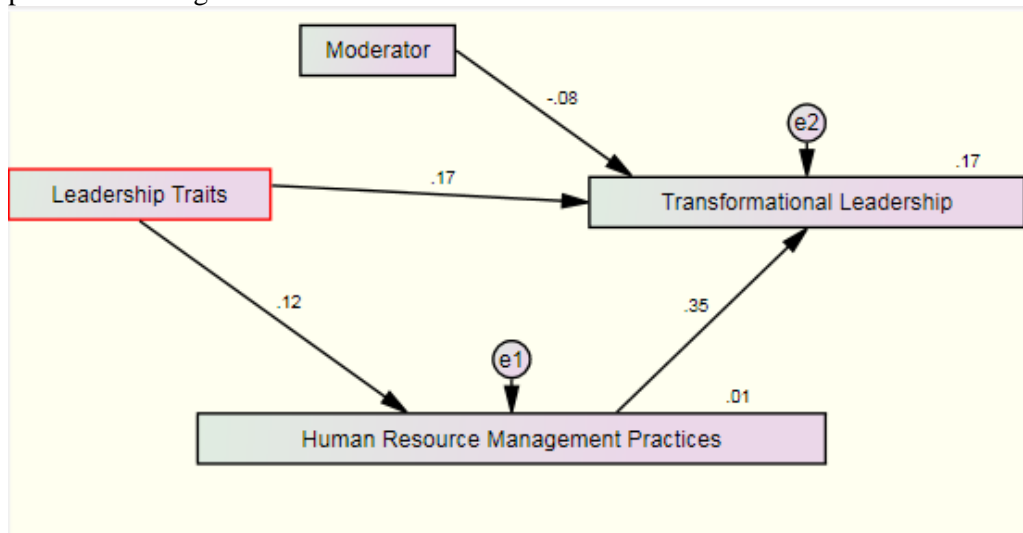


Figure 1: Model of study

### Findings

The presence of construct validity is assessed via three means. First, the composite reliability of constructs is defined with a minimum acceptable threshold of 0.6.

However, many types of research use more stringent thresholds of the acceptable levels of the Cronbach's alpha ( $\alpha > 0.7$ ) and composite reliabilities ( $CR > 0.7$ ). However, a construct's reliability of 0.6 - 0.69 is in the acceptable moderate range of social science studies (Hair et al., 1998). Secondly, to achieve the construct validity, loading of the items into their corresponding constructs should be above 0.5, and the loading of those items should be statistically significant ( $t$ -value  $> 1.96$ ). Moreover, factor loading higher than 0.7 is the recommended value (Hair Jr, Sarstedt, Hopkins and Kuppelwieser, 2014). Thirdly, the constructs should explain at least 50 % of the variance of their respective indicators, i.e., the average variance extracted for each construct is above 0.5 (Nawaz and Hassan, 2016). All the constructs previously assessed were found to have factor loadings above 0.5. Using the Fornell and Larcker (1981) equation in this round, both composite reliabilities and the average variance were extracted to assess for each construct. Referencing Table 1, all constructs had an average variance extracted, and composite reliabilities are within the recommended range, as suggested by (Hair et al., 1998). This indicates that all constructs possess construct validity, since AVEs and CRs are above the cut-off criteria of 0.5 and 0.6, respectively. Nevertheless, close inspection to TL construct revealed that AVE is below 0.5, and CR is above 0.86. Applying the Fornell and Larcker (1981) equation, the construct still has construct validity even if AVE is below 0.5, provided the CR of that construct is above 0.6, which is the case for TL.

**Table 1: Construct validity**

<b>Construct</b>	<b>Average Variance Extracted (AVE)</b>	<b>Composite Reliability (CR)</b>
Leadership traits	0.632	0.929
Gender	0.608	0.861
Human resource management practices	0.517	0.801
Transformational Leadership	0.445	0.86

Before the implementation of SEM, several assumptions related to univariate normality and multivariate normality were checked. According to the assessment of the normality table 2, it shows that all constructs have adequate skewness and kurtosis values, therefore, indicating that the constructs have univariate normality. Furthermore, the value of 2.386 falls within the range of the recommended value, to indicate a non-

significant deviation from normality. Thus, the condition of multivariate normality is satisfied.

**Table 2: Assessment of normality**

Variable	Min	Max	Skew	C.R.	kurtosis	C.R.
LET_x_MF	-2.934	2.955	.503	4.196	.343	1.429
LET	1.000	7.000	-.145	-1.212	-.999	-4.163
HRMP	1.000	7.000	.276	2.302	-.939	-3.914
TL	1.000	7.000	-.388	-3.231	-.526	-2.194
Multivariate					1.619	2.386

There is a positive direct relationship between LT and TL; the relationship is significant at p-value lower than 0.01, whereby the standardised beta coefficient is equal to 0.171. There is a positive direct relationship between LT and selected HRMP, as the beta coefficient is equal to 0.115, which is significant at p-value lower than 0.05.

**Table 3: Regression weights**

			Estimate	S.E.	C.R.	P	Label
HRMP	<---	LET	.103	.044	2.361	.018	
TL	<---	LET	.132	.035	3.809	***	
TL	<---	HRMP	.304	.039	7.863	***	
TL	<---	Gender	-.101	.059	-1.721	.085	

There is a positive relationship between selected HRMP and TL since the beta has a value of 0.353 at p-value lower than 0.01. Furthermore, the effects of HRMP on TL are stronger than LT, since the beta coefficient of HRMP is higher than for LT. The gender does not play a role as moderator in the relationship between LT and TL since the interaction is the result of the production between LT, and gender does not have an impact on TL, p-value = 0.085 indicating no significant effect of the moderator. There is a mediation relationship that exists; in other words, HRMP was found to mediate the relationship between LT and TL partially. The effect of mediation is positive, which

means that LT indirectly and positively affect TL through HRMP (note that the indirect effect is equal to 0.041 at p-value lower than 0.01).

**Table 4: Standardized regression weights**

Parameter			Estimate	Lower	Upper	P
HRMP	<---	LET	.115	.019	.196	.035
TL	<---	LET	.171	.064	.280	.006
TL	<---	HRMP	.353	.252	.441	.013
TL	<---	Gender	-.077	-.162	.044	.231

### Discussion

The results show the positive association among the HRM practices, LT and TL, and these results are similar to the findings of Pereira and Gomes (2012). They also examined that the HRM practices are helpful for the selection of effective leadership style. In addition, the findings of the current study about leadership style and HRM practices are also matched with the output of the Zhu, Chew and Spangler (2005) who also investigated that leadership styles are effective if effective HRM practices are implemented in the organization. Moreover, these study findings are similar to the findings of Vasilaki, Tarba, Ahammad and Glaister (2016), who also found a positive association between leadership style and HRM practices. These results are helpful for the policymakers that they should enhance their focus towards the leadership style and HRM practices that enhance the performance of the organization.

### Conclusion

The study demonstrates that there is a positive direct relationship between LT and TL. Also, there is a positive direct relationship between LT and selected HRMP. Furthermore, there is a positive relationship between chosen HRMP and TL. The effects of HRMP on TL are stronger than LT since the beta coefficient of HRMP is higher than LT. The gender does not play a moderator role in the relationship between LT and TL since the interaction is the result of the production between LT. Therefore, gender does not have an impact on TL. A mediation relationship exists. In other words, HRMP was found to mediate the relationship between LT and TL partially. The effect



of mediation is positive, which means that LT indirectly and positively affect TL through HRMP (note that the indirect effects are equal to 0.041 at p-value lower than 0.01).

Given the research and results of this study, it seems reasonable to conclude that there is a positive direct relationship between LT, TL and HRMP. But, gender does not play a role to moderate the relationship between LT and TL. Finally, HRMP are found partially to mediate the relationship between LT and TL. This study has many limitations along with future directions such as it takes only three predictors such as HRM practices, LT and gender and suggested that further study should add more factors in their studies. Moreover, this study takes only HRM practices as a mediator while future studies should add more mediators in their analysis.

### References

- Babcock, L., & Laschever, S. (2009). *Women don't ask: Negotiation and the gender divide*. Princeton University Press.
- Baškarada, S., Watson, J., & Cromarty, J. (2017). Balancing transactional and transformational leadership. *International Journal of Organizational Analysis*, 2(1), 25-35.
- Bowles, H. R., & McGinn, K. L. (2005). Claiming authority: Negotiating challenges for women leaders. *The psychology of leadership: New perspectives and research*, 191-208.
- Choi, S. B., Kim, K., & Kang, S.-W. (2017). Effects of transformational and shared leadership styles on employees' perception of team effectiveness. *Social Behavior and Personality: an International Journal*, 45(3), 377-386.
- Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: the mediating role of employee empowerment. *Human Resources for Health*, 14(1), 73-79.
- Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics*: SAGE Publications Sage CA: Los Angeles, CA.
- Habeb, F. J., Ismail, W. K. W., & Md Nor, K. (2014). Leadership traits and transformational leadership: Mediating effect of selected human resource practices in Iraqi banks. *International Journal of Academic Research*, 6(5), 54-60.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European business review*, 2(1), 25-41.

- Hussain, M. S., Mosa, M. M., & Omran, A. (2017). The Mediating Impact Of Profitability On Capital Requirement And Risk Taking By Pakistani Banks. *Journal of Academic Research in Economics*, 9(3), 433-443.
- Hussey, D. M., & Eagan, P. D. (2007). Using structural equation modeling to test environmental performance in small and medium-sized manufacturers: can SEM help SMEs? *Journal of cleaner production*, 15(4), 303-312.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The leadership quarterly*, 14(4-5), 525-544.
- Kaifi, B. A., & Mujtaba, B. G. (2010). Transformational leadership of Afghans and Americans: A study of culture, age and gender. *Journal of Service science and Management*, 3(01), 150-159.
- Nawaz, M. A., & Hassan, S. (2016). Investment and Tourism: Insights from the literature. *Journal of Economic & Management Perspectives*, 10(4), 581-590.
- Nguyen, T. T., Mia, L., Winata, L., & Chong, V. K. (2017). Effect of transformational-leadership style and management control system on managerial performance. *Journal of Business Research*, 70, 202-213.
- Pereira, C. M., & Gomes, J. F. (2012). The strength of human resource practices and transformational leadership: impact on organisational performance. *The International Journal of Human Resource Management*, 23(20), 4301-4318.
- Phipps, S. T., & Prieto, L. C. (2011). The influence of personality factors on transformational leadership: Exploring the moderating role of political skill. *International Journal of Leadership Studies*, 6(3), 430-447.
- Shah, M. (2019). The impact of human resource management practices on leadership styles: The mediating role of employee trust. *City University Research Journal*, 9(1), 15-25.
- Small, D. A., Gelfand, M., Babcock, L., & Gettman, H. (2007). Who goes to the bargaining table? The influence of gender and framing on the initiation of negotiation. *Journal of personality and social psychology*, 93(4), 600.
- Thamrin, H. (2012). The influence of transformational leadership and organizational commitment on job satisfaction and employee performance. *International Journal of Innovation, Management and Technology*, 3(5), 566-572.
- Wolniak, R. (2019). Operation manager and its role in the enterprise, *Production Engineering Archives*. 24, 1-4
- Wolniak, R. (2020). Main functions of operation management, *Production Engineering Archives*, 26, 11-14.
- Vasilaki, A., Tarba, S., Ahammad, M. F., & Glaister, A. J. (2016). The moderating role of transformational leadership on HR practices in M&A integration. *The International Journal of Human Resource Management*, 27(20), 2488-2504.

- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal*, 53(1), 107-128.
- Zhu, W., Chew, I. K., & Spangler, W. D. (2005). CEO transformational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *The leadership quarterly*, 16(1), 39-52.

### WPLYW CECH PRZYWÓDZTWA NA PRAKTYKI ZARZĄDZANIA ZASOBAMI LUDZKIMI, PŁEĆ A PRZYWÓDZTWO TRANSFORMACYJNE

**Streszczenie:** Celem niniejszego badania jest zbadanie powiązań między praktykami w zakresie zasobów ludzkich oraz przywództwa transformacyjnego, płci i cech przywódczych. Dane zostały zebrane od instytucji finansowych w Iraku i przeanalizowane za pomocą SEM. Wyniki pokazują, że pozytywny związek między praktykami w zakresie zasobów ludzkich a przywództwem transformacyjnym, płcią i cechami przywódczymi. Ustalenia te są odpowiednie dla pracowników instytucji finansowych wraz z decydentami, że powinni opracować polityki związane z praktykami zasobów ludzkich, które poprawią wyniki firmy.

**Słowa kluczowe:** zarządzanie zasobami ludzkimi, przywództwo transformacyjne, cechy przywódcze, płeć.

#### 领导特质对人力资源实践, 性别和变革型领导的影响

**摘要:** 本研究的目的是研究人力资源实践与变革型领导, 性别和领导特质之间的联系。数据是从伊拉克的金融机构收集的, 并使用 SEM 分析了数据。结果表明, 人力资源实践与变革型领导, 性别和领导特质之间存在正相关。这些发现适用于金融机构的员工以及决策者, 他们应该制定与人力资源实践相关的政策, 以提高公司的绩效。

**关键词:** 人力资源管理, 变革型领导, 领导特质, 性别。