

REFRAMING TALENT MANAGEMENT: LINKING MANAGERIAL ABILITIES AND LEADERSHIP ATTITUDES FOR STRATEGIC HR PERFORMANCE

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ABSTRACT

An attempt was made to find out the relationship between Managerial Skills and Leadership Orientations among Managers of the Human Resource Department. The sample comprises 50 HR Managers (32 males & 18 females). The sample was drawn from various IT Departments in and around the city of Chennai. They were administered Managerial Functions Questionnaire and Leadership Orientation Scale, both tools were developed by Ramesh Kumar (2021). The exploration of the obtained data involved the statistical application of an Independent sample 't'-test, One-way ANOVA, and Karl Pearson Correlation Coefficient to test the proposed hypotheses. Theoretical and practical implications are discussed. The current research study's findings underscore the need for competency-based leadership development in HRM. The study suggested that a periodical training programme be given to the HR Managers on enhancing 'Managerial Motivation Skills' and practicing Leadership Qualities to enhance their performance and organizational effectiveness at the workplace.

Keywords: Managerial Competencies, Leadership Orientation, Human Resource Management, Organizational Effectiveness, Talent Development

INTRODUCTION

Integrating Managerial Skills and Leadership Philosophies in HRM

Integrating managerial skills and leadership philosophies is essential to effective talent management. To promote organizational success in the fast-paced corporate world of today, HR managers must strike a balance between operational effectiveness and people-centric leadership (Cahyadi *et al.*, 2022). Modern models promote emotional intelligence and transformational leadership, whereas traditional theories prioritized control and coordination (DeRue *et al.*, 2011; Wang *et al.*, 2011).

By fusing sound deliberate thinking with effective interpersonal abilities, exceptional leaders build and execute strategies that produce results and a sustained competitive benefit. Success in today's fiercely competitive business world is defined by leadership that can transform its workers into a driven and productive group with the requisite collaboration to accomplish company obligations and goals. Leadership perspectives emphasize that employees have emotional and psychological needs

that must be addressed at work to enhance engagement and performance.

Effective management is increasingly viewed as the ability to accomplish goals through coordinated human effort and evidence-based leadership practices (Banks *et al.*, 2016; Aboramadan & Dahleez, 2020; Ali *et al.*, 2018). Leadership effectiveness in HR settings has also been linked with employee engagement, psychological capital, knowledge sharing, and innovation behaviour (Ali *et al.*, 2018; Kim & Park, 2019; Leroy *et al.*, 2018; Audenaert *et al.*, 2019). Evidence from hospitality and service sectors further shows that leadership style significantly predicts work engagement and job performance (Karatepe & Aga, 2016; Breevaart & Zacher, 2019). Recent integrative HRM frameworks emphasize the alignment between leadership approaches and HR effectiveness for sustainable organizational outcomes (Knies *et al.*, 2022; Almatrooshi *et al.*, 2016). Studies from emerging economies also confirm that HR practices combined with leadership style influence organizational performance (Luu, 2020; Aboramadan & Dahleez, 2020). Leadership behaviors such as empowerment, leader-member exchange, and paternalistic guidance are found to influence innovative and proactive employee behavior (Miao *et al.*, 2014; Tian & Sanchez, 2017).

Core Managerial Functions in Organizational Effectiveness

Managers are essential across all organizational functions such as planning, coordination, budgeting, development, and supervision to ensure effective goal attainment; the bigger the company, the additional managers are required. Managers are responsible for creating and accomplishing the company's goals and making sure that activities are carried out efficiently with and through other people using the six fundamental management operations- i. Planning, ii. Organizing, iii. Directing, iv. Co-ordinating, v. Controlling, and vi. Reporting.

Planning refers to the activities and processes needed to close this disparity. It is the methodical process of determining on the targets and course of action that an organization will take, planning has the power to turn the unthinkable into reality.

Organizing is the method of collecting and assigning the informational, financial, human, physical and additional resources needed to achieve

targets. An organised group of people cooperating in a loosely structured, ordered, open system to accomplish shared objectives. Directing: the briefing contains exercises designed to inspire, motivate, and influence others. Since it deals with people directly, managing is the management function's most difficult task. To accomplish organizational goals, directing (leading) is a managerial activity that involves working with and through people.

Coordinating: "Coordination refers to the quality of collaboration across departments". "Management of dependencies among independent activities," definition that emphasises the interaction and independence of these activities.

Controlling entails establishing protocols to guide the group toward goals, keeping an eye on how well those goals are being met, and making appropriate revisions to the plan. "Managerial controlling" refers to making sure that performance is as intended and, if required, corrective action is taken.

Reporting: "Reporting to Management can be defined as an organised method of giving each manager all the data and only those data he needs for his decisions, when he needs them, and in a form which aids his understanding and stimulates his action," in line with the American Institute of Management's criteria. These managerial functions are widely discussed in contemporary HRM and leadership research as core competencies influencing organizational effectiveness (Jiang *et al.* 2012; Gerhart & Feng, 2021; Otoo, 2019; Almatrooshi *et al.*, 2016; Luu, 2020).

Managerial functions can be strengthened through systematic training and practical managerial experience. Managers can relate to their co-workers and manage their employees with the assistance of their skills by taking into consideration the straightforward progression of exercises in the company.

Leadership Orientations and Their Relevance to HR Practice

Through the practice of leadership, an executive might endeavour to accomplish particular goals in a given scenario and direct, guide, and impact the actions of others. Headship is the capacity of a management to instil passion and confidence in their staff. In other words, leadership cannot be managed like management, but it can be trained

and mentored. "One of the earliest areas of management research is leadership".

Leadership is one of the most contentious issues, and it gets a lot of attention in the business news, as noted by DeRue *et al.* (2011). "Leadership must be able to inspire other people to do things without actually sitting on them with a checklist". "Management is doing things right; leadership is doing the right things". The following are the leadership orientations' sub-factors: 1. Task-oriented Leadership: Rather, task-oriented leadership concentrates on accomplishing a goal as fast and efficiently as possible. A structured work site with well-defined schedules and priorities is produced by this style of management. Task-oriented leadership has several advantages, one of which is that all required tasks are completed flawlessly and on plan. Employees can effectively control their time thanks to this strength (Eva *et al.*, 2019; Hoch *et al.*, 2018). They are therefore able to delegate duties and supervise their timely and efficient fulfilment. Rather, they are additionally concerned with succeeding a set way in order to attain definite organizational objectives. They create task-specific work groups and make sure each person is aware of their responsibilities. Consequently, it can be claimed that this leadership approach works well in settings with distinct organizational structures, such as manufacturing assembly lines, where repeating specified processes leads to high planes of efficiency and quality (Sousa & Rocha, 2019; Wang *et al.*, 2011; Breevaart & Zacher, 2019). 2. People Oriented/Relation-ship Oriented Leadership: People-centered leaders encourage innovation and creativity because they believe that happier team members result in higher output. This kind of leader is dedicated on tasks and time limit, but they believe that workplace culture is added essential. Effective cooperation and creative collaboration are often encouraged by this interactive approach. These executives understand that workplace effectiveness requires fostering an environment where individuals feel inspired. Therefore, these leaders put the needs of their employees first to prevent issues like turnover, boredom, and personal disputes. This type of leadership focuses on encouraging, supporting, and developing workers. In this regard, they provide incentives like bonuses, attempt to resolve office disputes, engage in more casual interactions with staff to learn about their strengths and flaws, and foster a non-competitive workplace (Eva *et al.*,

2019; Banks *et al.*, 2016; Karatepe & Aga, 2016; Kim & Park, 2019).

Few empirical studies look at how management and leadership intersect in HRM, especially in the Indian setting, despite a wealth of literature on both topics. By examining the relationship between managerial functions and leadership attitudes among HR managers, this study fills this gap. Also, the investigator thought that it was important to learn more about the relationship between managerial skills and leadership inclinations among human resource managers and the need for training in light of the aforementioned facts.

THEORETICAL FRAMEWORK

This study is based on the Competency-Based HRM paradigm (Boyatzis, 1982), which suggests that a combination of behavioral traits, knowledge, and skills leads to effective performance. Blake and Mouton's Managerial Grid (1964) is used to frame leadership orientations, differentiating between task-oriented and people-oriented styles. A comprehensive examination of HR managerial efficacy is made possible by this dual framework. This framework is supported by contemporary behavioral and competency-based leadership research (DeRue *et al.*, 2011; Peng *et al.*, 2021; Knies *et al.*, 2022; Leroy *et al.*, 2018).

LITERATURE REVIEW

The strategic importance of HR managers in promoting performance through leadership is highlighted by recent studies. According to Cahyadi *et al.* (2022), supportive leadership combined with high-involvement HR strategies improves individual performance. Similar findings were reported in service and hospitality contexts where servant leadership, employee engagement, and leader-member exchange were found to significantly influence service performance and organizational citizenship behavior (Miao *et al.*, 2014; Pham *et al.*, 2020).

However, there is also a dearth of empirical research, particularly in emerging economies, that connects management competencies with leadership approaches. By providing data-driven insights on HR leadership dynamics, this study makes a contribution.

Objectives

The present research study aims to investigate the connection between managerial skills and leadership orientations of the managers in the human resources department.

1. To determine the degree of managerial skills and leadership orientations among human resource managers.
2. To understand the effect of gender, age, year of experience, nativity and type of family of Human Resource Managers between Managerial Skills and Leadership Orientations.
3. To research the association between Managerial Skills and Leadership Orientations.

Research Hypotheses

H₀₁ - The Human Resource Managers of different: (i) Gender, (ii) Age groups, (iii) Year of Experience, (iv) Nativity and (v) Family types do not differ on the sub-variables of (i) Managerial Functions: (a) Planning (b) Organizing (c) Directing (d) Coordinating (e) Controlling and (f) Reporting. (ii) Leadership Orientation: (a) Task-oriented and (b) People oriented.

H₀₂ - There will be no significant relationship between the variables of Managerial Skills (Planning, Organizing, Directing, Coordinating, Controlling and Reporting) and Leadership Orientations (People Oriented and Task-Oriented).

METHODOLOGY

Sample and Sampling Technique Used

50 human resource managers, including 32 men and the rest 18 women, made up the sample in the current study. Using snowball sampling, the study sample was chosen in and around Chennai.

Variables Used in the Study

Variables related to demographics are treated as Independent. While the study's dependent variables are managerial skills (planning, organizing, directing, coordinating, controlling, and reporting) and leadership orientations (people- and task-oriented).

Tools Used

Part – I: Demographic Variables

The demographic factors in the present study are gender, age, year of experience, nativity and type of family.

Part – II: Managerial Functions Questionnaire - Ramesh Kumar (2021).

It has 55 items and a Likert scale with a 5-point answer range of "Strongly Agree to Strongly Disagree." It mainly assesses activities like planning (12 items), organising (11 items), directing (8 items), coordinating (9 items), controlling (9 items), and reporting (6 items). The

value of "Cronbach's Alpha" was discovered to be 0.81, which was extremely high. The survey is a great fit for both descriptive and experimental research.

Part - III: Leadership Orientations Scale Ramesh Kumar (2021).

It has 35 items and is rated on an "Always to Never" measure. Specifically, the questionnaire measured two things: (1) task orientation (15 questions), and (2) people orientation (20 items). It was discovered that "Cronbach's Alpha" was 0.80, which is extremely high. The survey is a great fit for both descriptive and experimental research.

Data Analysis

The analysis of the collected data involved the statistical application of an Independent sample „t'-test, One-way ANOVA, and Karl Pearson Correlation Coefficient to determine the significant difference and relationship between the demographic characteristics and the research variables of Managerial Skills (Planning, Organizing, Directing, Coordinating, and Reporting) and Leadership Orientations (People Oriented and Task-Oriented).

RESULTS AND DISCUSSION

The researcher in the current study framed the hypotheses based on the aim and objectives. The research variables and demographics were evaluated using statistical analysis. The results of the research are discussed in the pages that follow.

Table 1: Distribution of Study Variables Scores of the Respondents Based on Their Gender

Variables	Gender	N	Mean	S.D	M.D	S.E	't'- value
Planning	M	32	49.344	4.9292	0.0660	1.2820	0.051 ^{N.S}
	F	18	49.278	3.0255			
Organizing	M	32	47.219	9.2935	1.3368	2.3292	0.574 ^{N.S}
	F	18	48.556	4.3551			
Coordinating	F	18	35.500	2.3326			
	M	32	38.625	4.1562	1.4861	1.1034	1.347 ^{N.S}
Controlling	F	18	40.111	2.8469			
	M	32	38.313	4.2913	0.7986	1.1337	0.704 ^{N.S}
Reporting	F	18	39.111	2.8674			
	M	32	26.063	3.2522	0.0625	0.8919	0.070 ^{N.S}
People Oriented	F	18	26.000	2.5668			
	M	32	57.844	6.5012	2.3229	2.1240	1.094 ^{N.S}
Task-Oriented	F	18	60.167	8.3472			
	M	32	77.875	10.6096	3.1250	3.1249	1.000 ^{N.S}
	F	18	81.000	10.5997			

Notes: M = Male, F = Female, * - Significant at 0.05 level, N.S = Not Significant
Source: Primary Data

From the above mentioned Table 1, it is evident that male and female Human Resource Managers do not differ concerning Planning, Organizing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented. Therefore, framed null hypotheses **H_{01(a, b, d, e, f, g, h)}**. There will be no

significant difference between genders (Male and Female) of HR Managers on the variables of Planning, Organizing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented is accepted. Except for the study variable for Directing, the attained, t' -value shows 2.073, which is substantial at the level of 0.05. Thus, the null hypothesis stated $H_{01(c)}$. There will be no significant difference between genders (Male and Female) of HR Managers on the variable of Directing is denied and Alternative is accepted.

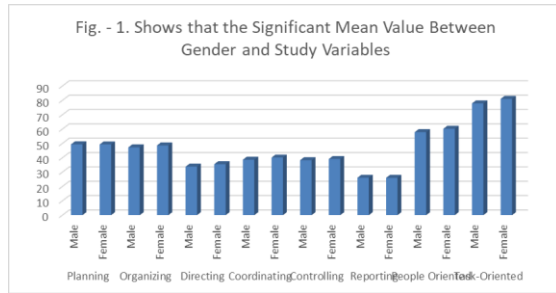


Figure 1: Significant Mean Value between Gender and Study Variables

Source: Authors' Own

Table 2: Distribution of Study Variables Scores of the Respondents Based on their Age Groups

Variables	Source of Variations	S.S	df	MS	'F'- value
Planning	Between Groups	64.213	2	32.107	1.787 ^{N.S}
	Within Groups	844.667	47	17.972	
	Total	908.880	49		
Organizing	Between Groups	10.674	2	5.337	0.083 ^{N.S}
	Within Groups	3009.826	47	64.039	
	Total	3020.500	49		
Directing	Between Groups	22.899	2	11.449	1.376 ^{N.S}
	Within Groups	391.101	47	8.321	
	Total	414.000	49		
Coordinating	Between Groups	26.720	2	13.360	0.934 ^{N.S}
	Within Groups	672.000	47	14.298	
	Total	698.720	49		
Controlling	Between Groups	34.181	2	17.091	1.175 ^{N.S}
	Within Groups	683.819	47	14.549	
	Total	718.000	49		
Reporting	Between Groups	25.319	2	12.659	1.435 ^{N.S}
	Within Groups	414.601	47	8.821	
	Total	439.920	49		
People Oriented	Between Groups	28.996	2	14.498	0.270 ^{N.S}
	Within Groups	2527.884	47	53.785	
	Total	2556.880	49		
Task-Oriented	Between Groups	105.225	2	52.612	0.457 ^{N.S}
	Within Groups	5406.775	47	115.038	
	Total	5512.000	49		

Notes: N.S = Not Significant

Source: Primary Data

The obtained findings in Table 2 show the significant mean difference between the different age groups (Less than 25 years, 26 to 30 years, 31 years and above) of HR Managers regarding Planning, Organizing, Directing, Co-ordinating, Controlling, Reporting, People Oriented and Task Oriented. Based on the results from Table - 2, shows there is no significant variance among the different age groups of HR Managers regarding

Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task Oriented. Thus, the framed hypotheses $H_{02(a)}$ - $H_{02(b)}$. There will be no significant difference among the different Age groups (Less than 25 years, 26 to 30 years, 31 years and above) of HR Managers on the variables of Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented is accepted.

Table 3: Distribution of Study Variables Scores of the Respondents Based on Their Year of Experience

Variables	Experience	N	Mean	SD	MD	SE	't'- value
Planning	0-3 Years	33	49.73	4.666	1.198	1.288	0.930 ^{N.S}
	3-6 Years	17	48.53	3.502			
Organizing	0-3 Years	33	47.61	9.162	0.276	2.368	0.117 ^{N.S}
	3-6 Years	17	47.88	4.567			
Directing	0-3 Years	33	34.06	2.715	0.998	.865	1.154 ^{N.S}
	3-6 Years	17	35.06	3.230			
Coordinating	0-3 Years	33	38.85	3.801	0.916	1.131	0.810 ^{N.S}
	3-6 Years	17	39.76	3.767			
Controlling	0-3 Years	33	38.70	3.820	0.285	1.154	0.247 ^{N.S}
	3-6 Years	17	38.41	3.954			
Reporting	0-3 Years	33	25.76	3.172	0.831	.896	0.927 ^{N.S}
	3-6 Years	17	26.59	2.623			
People Oriented	0-3 Years	33	57.79	7.398	2.624	2.146	1.223 ^{N.S}
	3-6 Years	17	60.41	6.746			
Task Oriented	0-3 Years	33	78.21	10.416	2.317	3.182	0.728 ^{N.S}
	3-6 Years	17	80.53	11.125			

Notes: N.S = Not Significant

Source: Primary Data

As shown in Table 3, the analysed value shows the significant mean difference between HR Managers and their Years of Experience. The attained, t' -values were not significant. Hence, the hypotheses stated $H_{03(a)}$ - $H_{03(b)}$. There will be no significant mean difference between HR Managers and the years of experience on the variables of Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented were accepted.

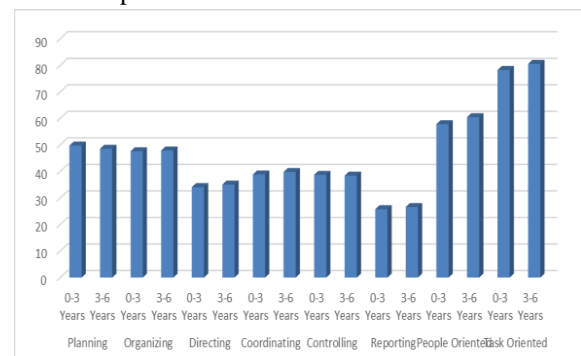


Figure 2: Mean Values between Year of Experience and Study Variables

Source: Authors' Own

Table 4: Distribution of Study Variables scores of the Respondents Based on their Nativity

Variables	Source of Variations	S.S	df	MS	'F'-value
Planning	Between Groups	23.073	2	11.536	0.612 ^{N.S}
	Within Groups	885.807	47	18.847	
	Total	908.880	49		
Organizing	Between Groups	55.281	2	27.640	0.438 ^{N.S}
	Within Groups	2965.219	47	63.090	
	Total	3020.500	49		
Directing	Between Groups	19.281	2	9.640	1.148 ^{N.S}
	Within Groups	394.719	47	8.398	
	Total	414.000	49		
Coordinating	Between Groups	12.211	2	6.106	0.418 ^{N.S}
	Within Groups	686.509	47	14.607	
	Total	698.720	49		
Controlling	Between Groups	10.614	2	5.307	0.353 ^{N.S}
	Within Groups	707.386	47	15.051	
	Total	718.000	49		
Reporting	Between Groups	1.008	2	0.504	0.054 ^{N.S}
	Within Groups	438.912	47	9.339	
	Total	439.920	49		
People Oriented	Between Groups	43.319	2	21.659	0.405 ^{N.S}
	Within Groups	2513.561	47	53.480	
	Total	2556.880	49		
Task-Oriented	Between Groups	296.860	2	148.430	1.338 ^{N.S}
	Within Groups	5215.140	47	110.960	
	Total	5512.000	49		

Notes: N.S = Not Significant
Source: Primary Data

Based on Table 4 above, displays no significant mean difference in the study variables among HR Managers between Nativities (Urban, Semi-urban, Rural). Therefore, the framed hypotheses $H_{04(a)}$ - $H_{04(b)}$. There will be no significant difference among the Nativity of HR Managers on the variables of Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented is accepted.

Table 5: Distribution of Study Variables Scores of the Respondents Based on their Type of Family

Variables	Family	N	Mean	S.D	M.D	S.E	't'-value
Planning	Joint	15	48.133	4.2572	1.6952	1.3204	1.284 ^{N.S}
	Nuclear	35	49.829	4.2874			
Organizing	Joint	15	46.600	3.8508	1.5714	2.4375	0.645 ^{N.S}
	Nuclear	35	48.171	9.0537			
Directing	Joint	15	35.067	3.3693	0.9524	0.8958	1.063 ^{N.S}
	Nuclear	35	34.114	2.6873			
Coordinating	Joint	15	38.733	4.0261	0.6095	1.1741	0.519 ^{N.S}
	Nuclear	35	39.343	3.7096			
Controlling	Joint	15	38.400	3.8135	0.2857	1.1929	0.240 ^{N.S}
	Nuclear	35	38.686	3.8864			
Reporting	Joint	15	25.933	3.1728	0.1524	0.9340	0.163 ^{N.S}
	Nuclear	35	26.086	2.9642			
People Oriented	Joint	15	60.133	6.1629	2.0762	2.2323	0.930 ^{N.S}
	Nuclear	35	58.057	7.6310			
Task-Oriented	Joint	15	80.467	8.5512	2.0952	3.2932	0.636 ^{N.S}
	Nuclear	35	78.371	11.4303			

Notes: N.S = Not Significant
Source: Primary Data

According to Table 5 findings, shows there is no significant mean variance in the study variables between the Type of Family of HR Managers.

Therefore, the framed hypotheses $H_{05(a)}$ - $H_{05(b)}$. There will be no significant difference between the Type of Family of the HR Managers on the variables of Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented was accepted.

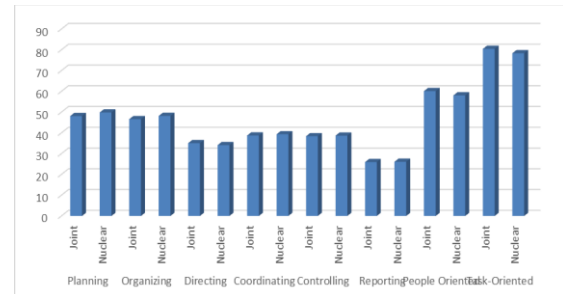


Figure 3: Mean Values between Type of Family and Study Variables

Source: Authors' Own

Table 6: Correlation Coefficient for the Variables of Managerial Skills and Leadership Orientations

	Planning	Organizing	Directing	Coordinating	Controlling	Reporting	People Oriented	Task-Oriented
I. Managerial Skills								
Planning	1	0.615**	0.528**	0.662**	0.592**	0.674**	0.470**	0.409**
Organizing		1	0.524**	0.594**	0.470**	0.513**	0.507**	0.472**
Directing			1	0.660**	0.554**	0.633**	0.574**	0.549**
Coordinating				1	0.630**	0.642**	0.608**	0.512**
Controlling					1	0.517**	0.471**	0.455**
Reporting						1	0.560**	0.455**
II. Leadership Orientations								
People Oriented							1	0.775**
Task-Oriented								1

Notes** - Significant at 0.01 level
Source: Authors' Own

According to the findings, which are displayed in Table 6, there is a correlation between the research variables of planning, organizing, leading, directing, coordinating, controlling, reporting, people oriented, and task-oriented.

In comparison, the result shows there is a significant relationship among all the study variables. Hence, framed hypothesis H_{06} . There will be no significant relationship between the variables of Planning, Organizing, Directing, Coordinating, Controlling, Reporting, People Oriented and Task-Oriented was rejected and the alternative is accepted.

The results imply that gender may have an impact on directed leadership behaviors, which aligns with prior findings on leadership style and employee outcomes (Audenaert *et al.*, 2019). According to Boyatzis's competency model and Blake &

Mouton's grid, the high connections confirm that managerial competencies support leadership effectiveness.

IMPLICATIONS

The findings of this study offer important theoretical, managerial, and policy implications. Theoretically, the study strengthens the competency-based HRM framework by empirically validating the integration of managerial functions and leadership orientations. It contributes to leadership literature by demonstrating how task-oriented and people-oriented leadership styles are supported by strong managerial competencies.

From managerial perspective, the results emphasize the need for structured training programmes focusing on planning, directing, and coordinating competencies among HR managers. Organizations should incorporate leadership orientation assessments into HR development initiatives to enhance workforce effectiveness.

At the policy level, HR certification bodies and training institutions can include competency-based leadership modules to prepare HR professionals for strategic organizational roles.

CONCLUSION

This study examined the relationship between managerial skills and leadership orientations among human resource managers and provides empirical evidence that managerial competencies are closely associated with leadership behavior in organizational settings. The statistically significant correlations observed among planning, organizing, directing, coordinating, controlling, reporting, and both task-oriented and people-oriented leadership styles confirm that effective HR leadership is deeply rooted in sound managerial practice.

The findings indicate that HR managers who demonstrate higher proficiency in managerial functions are more likely to exhibit balanced leadership orientations that promote both operational efficiency and employee well-being. In particular, directing and coordinating functions showed meaningful alignment with leadership behaviors, suggesting that the ability to guide, influence, and organize people is central to HR effectiveness. The absence of major demographic differences across gender, age, experience, nativity, and family type further implies that managerial skills and leadership orientations are professional

competencies that can be developed irrespective of personal background.

This study reinforces the competency-based HRM perspective by showing that leadership effectiveness in HR roles is not merely a personality trait but a learnable and trainable outcome of managerial capability. The results have practical value for organizations seeking to enhance talent management practices, as strengthening managerial competencies through structured training can directly improve leadership quality, employee engagement, and organizational performance.

Overall, the research highlights the need for integrating managerial skill development with leadership training in HR development programs. Future research may expand this investigation across different industries, larger samples, and diverse geographical regions to validate and extend these findings, as well as explore additional contextual variables that influence the relationship between managerial functions and leadership effectiveness.

LIMITATIONS & RECOMMENDATIONS

Despite offering valuable insights into the relationship between managerial skills and leadership orientations among HR managers, this study has certain limitations that must be acknowledged. First, the sample size was relatively small and confined to 50 HR managers from IT organizations located in and around Chennai. This limits the generalizability of the findings to other industries, organizational structures, and geographical regions. The use of a snowball sampling technique, although practical, may also introduce sampling bias, as participants are likely to recommend individuals with similar professional backgrounds and experiences.

Second, the study relied entirely on self-reported questionnaires to measure managerial functions and leadership orientations. While the tools used in this study demonstrated acceptable reliability, self-report measures are susceptible to social desirability bias and subjective interpretation by respondents. Observational or multi-source assessment methods (such as peer or subordinate evaluations) could provide a more comprehensive evaluation of managerial and leadership behaviors.

Third, the study adopted a cross-sectional research design, which restricts the ability to determine

causal relationships between managerial competencies and leadership orientations. Longitudinal studies would provide deeper understanding of how managerial skills influence leadership development over time. Additionally, the study focused only on two leadership orientations (task-oriented and people-oriented) and six managerial functions, whereas leadership and management are multi-dimensional constructs that may involve other influencing variables such as organizational culture, emotional intelligence, motivation, and work environment. In light of these limitations, several recommendations can be proposed for future research and practice. Future studies should consider larger and more diverse samples across different sectors such as healthcare, education, manufacturing, and public administration to improve the external validity of the findings. Researchers may also incorporate mixed-method approaches, combining quantitative tools with qualitative interviews or case studies to gain richer insights into HR leadership dynamics.

From a practical standpoint, organizations are encouraged to design structured training and development programs that integrate managerial skill enhancement with leadership orientation training. HR professionals should be periodically assessed on both managerial competencies and leadership behaviors to ensure alignment with organizational goals. Professional bodies and HR certification institutions can incorporate competency-based leadership modules into their curriculum to prepare HR managers for strategic roles.

Overall, addressing these limitations through future research and applying the recommendations in organizational practice can significantly contribute to strengthening HR leadership effectiveness and organizational performance.

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