

The background of the entire cover is an abstract, high-energy image. It features a blurred figure of a person, likely a runner, in motion. The figure is overlaid with vibrant, streaky light trails in shades of teal, blue, and orange, creating a sense of speed and dynamic movement. The overall composition is energetic and modern.

INTERNATIONAL GRADUATE COLLOQUIUM

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SPORTS AND PHYSICAL EXERCISE ASSEMBLY OF KNOWLEDGE SHARING

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## **EXTENDED ABSTRACT**

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# EXPLORING THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND HRM PRACTICES IN ORGANIZATIONAL PERFORMANCE

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## I. INTRODUCTION

Leadership styles significantly influence employee perceptions of Human Resource Management (HRM) practices, especially in uncertain times. This study examines the preferred leadership styles, perceived HRM practices, and their interrelationship among Putrajaya Corporation employees. Addressing gaps in leadership's impact during crises [1], the findings aim to guide effective organizational strategies.

## II. METHODS

A quantitative research approach was employed to explore the relationship between leadership styles and HRM practices at Putrajaya Corporation. Data were collected through surveys from a large participant sample, enabling efficient and comprehensive insights. Statistical analyses, including correlation analysis, reliability analysis, and descriptive statistics, were conducted to identify patterns and relationships.

## III. RESULTS AND DISCUSSION

### A. Leadership styles

Transformational leadership emerged as the most preferred style, emphasizing inspiration and intellectual stimulation [2]. Technical roles showed a preference for transactional leadership, highlighting a role-based divergence.

### B. Human Resource Management Practices

HRM practices were rated moderately effective (mean = 3.6), with training and development rated strongest (mean = 4.2). Recruitment processes showed room for improvement (mean = 3.1).

### C. Relationship Between Leadership Styles And Human Resource Management Practices

A strong positive correlation ( $r = 0.68, p < 0.01$ ) was found between transformational leadership and HRM practices, particularly in training and retention. Transactional leadership showed a weaker correlation ( $r = 0.45, p < 0.05$ ).



Fig. 1 Scatterplot shows the correlation between Leadership Styles and Human Resource Management Practices

## IV. CONCLUSIONS

Transformational leadership significantly enhances HRM practices [3], especially in training and retention, making it the preferred style among Putrajaya Corporation employees. However, recruitment processes require further improvement. These insights highlight the strategic importance of leadership in optimizing HRM outcomes and guiding organizational growth.

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