

## THE POTENTIAL OF THE LEADER TO PERFORM IN CONTEMPORARY ISSUES AND CHALLENGES IN HUMAN RESOURCE MANAGEMENT

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### ABSTRACT:

Based on the discovery that the majority of study concentrated on the evaluation of the leader's performance through results and by defining the essential characteristics that a leader possesses, we want to evaluate the leader through the lens of his capabilities in this paper. We believe that by employing this method, we can understand our ability to perform potential data. We are researching the following prospective leader elements: the social potential includes situational awareness, attitude, clarity, empathy, and authenticity. The emotional potential includes self-awareness, self-control, relationship management, and social awareness. logical reasoning, symbolic reasoning, concentration, and memory; the practical potential's four mega-skiluri, or key habits; and the spiritual potential's understanding, evaluating, and acting in accordance with the truth of the situation. The method of assessment used is based on questionnaire research. We developed a questionnaire with 25 questions, which was addressed to the top management. 200 people were given the questionnaire to complete. The research's goal was to evaluate the leaders' performance potential as well as potential data and how it connects to the success of the organisations in which leaders work. The study comes to the conclusion that, while not exclusively, the talents of leaders are favourably connected with the performances of companies. The primary factor in the selection and evaluation of performance leaders, in our opinion, is potential, which is commonly described as a synthesis of personality qualities and competencies developed.

**Key words:** self-awareness, social awareness, performance potential, mega-skiluri, capabilities.

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**Introduction:** Human Resource Management (HRM) plays a critical role in the success and sustainability of organizations in today's dynamic and competitive business environment. As contemporary issues and challenges continue to shape the global workforce, the potential of

leaders to perform effectively in HRM becomes increasingly significant. Leaders are not only responsible for implementing HRM practices but also for navigating complex and evolving scenarios to ensure the organization's workforce remains productive, engaged, and adaptable to change. This introduction aims to explore the potential of leaders in addressing contemporary issues and challenges in HRM. It highlights the ever-evolving nature of HRM and the vital role leaders play in shaping the workplace culture, developing talent, fostering diversity and inclusion, and staying abreast of technological advancements. Moreover, it emphasizes the importance of strategic leadership in effectively managing employee performance and well-being while aligning HR practices with organizational goals.

**Dynamic Nature of HRM:** In recent years, the field of HRM has experienced a transformation, moving away from traditional administrative functions to strategic and people-centric roles. Modern HRM focuses on leveraging human capital to gain a competitive advantage, making it crucial for leaders to adapt to this shift. Leaders must recognize the dynamic nature of HRM and continuously update their knowledge and skills to remain effective in this rapidly changing landscape.

**Shaping Workplace Culture:** Organizational culture plays a pivotal role in attracting and retaining top talent, promoting employee engagement, and driving innovation. Leaders serve as cultural ambassadors, shaping and reinforcing values, beliefs, and behaviors within the organization. They must promote a positive and inclusive work environment that fosters collaboration, open communication, and employee well-being.

**Talent Development and Succession Planning:** As the workforce becomes more diverse and multi-generational, leaders must be adept at identifying and nurturing talent. Effective leadership involves implementing robust talent development programs, mentoring initiatives, and succession planning strategies to ensure a pipeline of capable leaders for the future.

**Embracing Diversity and Inclusion:** In contemporary HRM, embracing diversity and inclusion is not only a moral imperative but also a strategic advantage. Leaders must foster an environment where diverse perspectives are valued, and all employees feel included and empowered. By leveraging the strengths of a diverse workforce, leaders can drive innovation and creativity.

**Technological Advancements:** Advancements in technology have revolutionized HRM practices, including talent acquisition, performance management, learning and development, and data analytics. Leaders need to be tech-savvy and embrace innovative HR technologies to streamline processes, enhance decision-making, and create data-driven strategies.

**Employee Performance and Well-being:** Leaders are responsible for optimizing employee performance while ensuring their well-being. They must strike a balance between setting challenging goals and providing adequate support to help employees achieve them. Effective leaders prioritize employee health and work-life balance, understanding that a healthy workforce is a more productive one.

**Aligning HR with Organizational Goals:** Strategic leadership is crucial in aligning HRM initiatives with the overall organizational goals. Leaders must actively participate in strategic planning and ensure that HR practices contribute to the company's long-term vision and

mission.

The potential of leaders to perform effectively in contemporary issues and challenges in HRM is vital for organizational success. As the HRM landscape continues to evolve, leaders must embrace change, cultivate a positive workplace culture, develop and retain talent, champion diversity and inclusion, leverage technology, and prioritize employee well-being. By doing so, leaders can navigate the complexities of HRM and create resilient organizations ready to thrive in an ever-changing business environment.

### **Background of Study:**

Human Resource Management (HRM) is a critical aspect of any organization that deals with the management of human capital. In today's rapidly changing business environment, HRM has evolved significantly to adapt to various contemporary challenges and issues. One of the key factors determining the success of HRM initiatives is the role of effective leadership.

Leadership within the HRM context refers to the ability of individuals in leadership positions, such as HR managers, department heads, or executives, to guide, motivate, and inspire employees to achieve organizational goals. HR leaders are not only responsible for managing administrative tasks but also play a crucial role in shaping the organizational culture, attracting and retaining talent, fostering employee development, and addressing emerging challenges.

The contemporary landscape of HRM is shaped by various factors that make it a dynamic and demanding field. Some of the prominent issues and challenges that HR leaders face in the modern workplace include:

**Diversity and Inclusion:** Organizations are becoming more diverse, with employees from different cultural backgrounds, generations, and skillsets working together. HR leaders must create inclusive policies and initiatives to harness the potential of this diversity and ensure a harmonious work environment.

**Technological Advancements:** The rapid pace of technological innovation has revolutionized HRM practices. Leaders need to embrace HR technologies, such as HR information systems, AI-driven recruitment tools, and data analytics, to enhance decision-making and streamline HR processes.

**Talent Acquisition and Retention:** With the competition for top talent intensifying, HR leaders must adopt strategic approaches to attract, recruit, and retain skilled employees. Building employer branding, offering competitive compensation, and providing opportunities for growth are essential in this aspect.

**Remote Work and Flexibility:** The COVID-19 pandemic accelerated the adoption of remote work, presenting HR leaders with the challenge of managing a remote workforce effectively. Balancing flexibility and productivity while maintaining employee engagement is a significant concern.

**Skills Gap and Learning & Development:** HR leaders need to identify skill gaps within the organization and develop effective learning and development programs to upskill employees and bridge those gaps.

**Employee Well-being and Mental Health:** Ensuring the well-being and mental health of employees has become a priority for HR leaders. Strategies to support employee mental health

and create a healthy work-life balance are critical.

**Changing Labor Laws and Regulations:** HR leaders must stay updated on evolving labour laws and regulations to ensure compliance and minimize legal risks.

**Research objective:** This study intends to propose a way for evaluating a leader's performance based on his abilities, particularly the potential for performance.

The goal of the study is to evaluate a leader's potential for performance and how it connects to the success of the organisations in which they are employed.

**The structure of the chapter is the following:**

We introduce the idea of analysing potential in terms of definition, goal, and phases in the first section; In the second section, we briefly discuss some performance assessment techniques that were discovered in the literature under review; The method we have suggested for gauging a leader's potential-based leadership capacity is presented in the third section;

**Assessing the leader's potential:**

**Definition:**

Performance management is a comprehensive and integrated method for ensuring long-term success in an organization's operations by raising individual, team, and organisational performance. (Armstrong & Baron, 1998; Armstrong, 2001).

Performance is a level of effectiveness and efficiency that ensures a long-lasting presence in the market (of an economic operator, a management). 2010's Bailesteanu. Performance can be measured by tangible, quantifiable outcomes as well as by technical proficiency and organisational behaviour.

In literature, evaluating a leader's potential is typically described as a process of identifying their most likely strengths. The word "potential" has several meanings depending on the organisation. The term "po-tential" (high potential) has been employed in organisations in a variety of ways, according to a recent study by the authors Silzer and Church (2010).

- **Role** - the opportunity for growth in senior executive positions (35% of the organisations under consideration);
- **level:** the capacity to advance and successfully hold jobs at levels of the organisational hierarchy that are two higher than the current level (applicable to 25% of organisations);
- **Amplitude:** the capacity to assume a variety of executive responsibilities and long-term leadership potential development (25% of firms);
- performance history: a track record of consistently excellent performance (10% of businesses);
- **Strategic position:** important roles that are crucial to the organization's performance (likely only a division of the "Level" defining group, but aiming for positions with specific duties)
- **Domain strategic:** At a given time, the organization's strategic objectives are centred on certain functions, organisational units, or geographic regions.

The evaluation of performance is a difficult procedure that looks at the dynamic participation of a leader's personality elements and how that reflects in the outcomes of his work. Burloiu

(2007).

A person's capability of functioning is determined by his or her capacity for life, emotions, and behaviour, as well as their immediate environment. (Sen, 1987).

In our opinion, a person's capabilities are their potential and ability to produce valuable results while taking into account their relevant personal qualities and external factors. To evaluate a leader's potential, one must become familiar with each leader on an individual basis and objectively assess their competence.

### **Research questions:**

Research questions exploring the potential of leaders to perform in contemporary issues and challenges in Human Resource Management (HRM) can provide valuable insights into the evolving role of leadership in the context of HRM. Here are some research questions to consider:

- How does leadership style impact the successful implementation of diversity and inclusion initiatives in HRM practices?
- What are the key leadership competencies needed to effectively manage and lead remote or hybrid teams in the era of flexible work arrangements?
- How do transformational leadership behaviours influence employee motivation, engagement, and overall performance in the digital era of HRM?
- What role does ethical leadership play in promoting ethical behaviour and decision-making within HRM processes, particularly in regards to talent acquisition, employee relations, and performance management?
- How does the leadership approach differ between traditional hierarchical organizations and more agile, network-based organizational structures in the context of HRM?
- What strategies do successful HR leaders employ to foster a culture of continuous learning and skill development among employees, in light of rapidly changing job requirements and technological advancements?
- How does the leadership style impact employee well-being, job satisfaction, and work-life balance in the face of increasing work demands and potential burnout in the modern HRM landscape?

### **Purpose of research:**

The goal of a leader's potential evaluation is to ascertain their highest level of performance. In order to measure performance, both potential and performance assessments are relevant. Performance assessments typically do not include performance projections and instead just measure actual performances. This is due in part to the fact that actual performance is influenced by the demands of the current position, reflecting average rather than exceptional performance.

Determining the leader's contribution to achieving the company's goals, determining the leader's contribution to management decisions (promotion, transfer, professional development, etc.), and detailing reward decisions for completed work all depend on the assessment of the leader's potential.

### **Steps:**



For the time being, we only offer one approach to determining capability through potential. Three main phases make up this process:

1. Determining the potential of the leader's abilities.
2. Assessing these abilities.
3. Examining the relationship between these skills and the success of the organisations where they operate.

### **Methods of assessment and analysis of the leader's performance**

According to the study, there are strategies, methods, systems, etc. that may be used to evaluate employees as well as managers and management in general in literature. These are categorised as tools and methodologies. Indicators, graphs, scales, utility functions, weighted lists, profilograms, matrices, tests, and comparison systems are only a few of the tools mentioned there. The techniques are divided into two categories in general: the fundamental methods, which are the main approaches for evaluating management performance found in literature (Burz & Razvan, 2010, pp. 49-106): methods based on traits, behaviours, obtained results, and other methods: methods based on key criteria and methods based on the status - the performance of the company.

Depending on the circumstance, both self-assessment questionnaires and the evaluations of peers and superiors are used to determine a person's performance potential. Scores are displayed using radar and XY diagrams.

#### ***The assessment methods of the leader's performance found in literature:***

- The Rampersad Model (Rampersad, 1995, p. 99); □
- The Virgin Direct Model (Dourado & Blackburn, 2006); □
- Performance - effectiveness - efficiency –
- Bailesteanu's Model (Bailesteanu, 2010, p. 291); □
- The Bailesteanu-Burz Model - The multiple intelligence's model (Bailesteanu & Burz, 2008, pp. 69-157); □
- The Bailesteanu-Burz Model - based on results (Bailesteanu, 2010, p. 625); □
- Malcolm Baldrige Prize Model (Bailesteanu, 2010, p. 257).

### **The proposed method of assessing the leader's potential:**

We believe that leaders' performance should be evaluated first from the perspective of potential and then from the perspective of results because, even if a leader achieves results, it may not be because of him. In rare instances, some companies may also have a leader who lacks the necessary skills. Therefore, we suggest that this study evaluate the leader's performance using potential.

Of course, it might be challenging to tell the difference between a manager's and a leader's potential. Although, in many cases, a manager must also be a leader and vice versa, it is necessary to distinguish between management and leadership at least theoretically. Regardless of the approach, we feel that leadership applies mostly to people and inspires change whereas management primarily applies to objects and creates stable norms. Both theory and practise have debated the leader-manager or management-leadership relationship.



The findings of the research conducted up to this point indicate the potential is structured as follows, depending on whether it is measured by general potential or by partial potential. We will use the general theory of potential in this study, which means that we will consider the following potential elements: cognitive potential, emotional potential, social potential, practical potential, and spiritual potential. We considered personality features that are organised in the general potential as criterion and sub criteria for the evaluation of the leader's performance. Leaders are individuals who can convince others to follow them in a particular direction, but this is not feasible without emotional support.

and will always include the perception of integrity and change in property. Honesty, competence, foresight, and inspiration are the four qualities that followers expect from their leaders, to put it succinctly (Kouzes & Posner, 1987, referenced in Bo-gathy2004). Given potential and how it connects to the success of the organisations in which they operate, the capacity viewpoint offers a framework for evaluating a leader's ability to perform. So, in our opinion, a leader cannot function unless it is gifted with a number of potentialities that are collectively referred to as "general potential."

**The theoretical and methodological framework of the research:** Finding the connection between a leader's abilities and the performance of the organisations they work for is the research topic we want to investigate. This strategy is regarded as pilot research as there haven't been any elaborate empirical investigations that target the performance capacities of leaders within Romanian organisations found in specialised literature up to this point.

**Pilot study – the theoretical and methodological approach:**

The potential of a leader to perform in contemporary issues and challenges in human resource management is a critical aspect of organizational success. Effective leadership plays a vital role in shaping the HR practices and policies of a company, creating a positive work environment, and ensuring the development and engagement of employees.

**Transformational Leadership:** Transformational leadership theory emphasizes the leader's ability to inspire and motivate their followers by creating a compelling vision of the future. In the context of HR management, transformational leaders can address contemporary challenges by encouraging innovative HR practices, fostering a culture of continuous learning, and promoting employee growth and development. They focus on empowering employees, promoting teamwork, and aligning individual goals with the organization's objectives.

**Emotional Intelligence (EI):** Emotional Intelligence refers to the ability of leaders to recognize, understand, and manage their emotions and those of others. In the realm of HR management, leaders with high EI can effectively handle employee concerns, resolve conflicts, and build strong relationships with their teams. They can empathize with employees' needs, improve communication, and create a harmonious workplace, which is crucial in addressing contemporary challenges such as diversity and inclusion, remote work, and employee well-being.

**Situational Leadership:** Situational leadership theory posits that effective leaders adapt their leadership style based on the readiness and development level of their employees. In contemporary HR management, leaders need to be flexible in their approach to deal with

diverse and dynamic challenges.

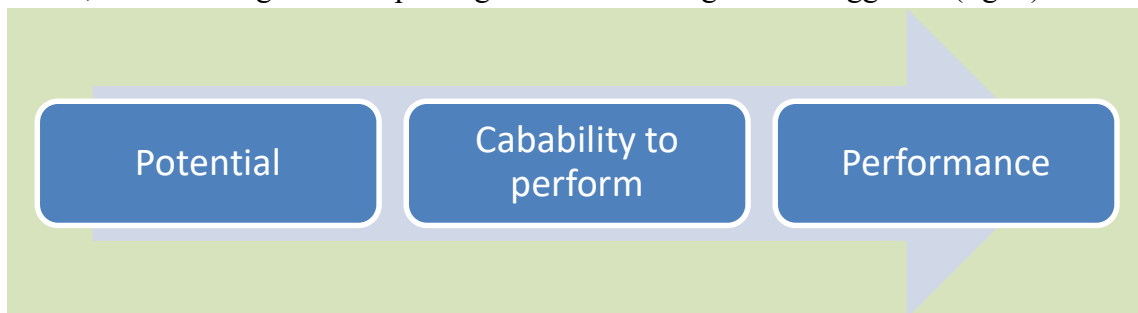
**Authentic Leadership:** Authentic leadership emphasizes the importance of leaders being genuine, transparent, and true to themselves. Authentic leaders in HR management can build trust with their employees, which is essential for addressing contemporary challenges related to employee engagement, retention, and organizational culture. By fostering an environment of authenticity, leaders can promote openness and innovation within the organization.

**Strategic Human Resource Management:** Strategic HR management involves aligning HR practices with the overall business strategy. Leaders with a strategic approach can address contemporary HR challenges by developing talent acquisition and retention strategies, implementing performance management systems, and fostering a culture that supports the organization's objectives. They can also integrate technology and data-driven decision-making into HR processes to enhance efficiency and effectiveness.

**Ethical Leadership:** Ethical leadership centers on promoting ethical behaviour and decision-making within an organization. In the realm of HR management, ethical leaders can effectively handle issues like employee privacy, data security, and fair treatment of employees. They create a culture of trust and integrity, which is crucial in addressing contemporary challenges related to employee rights, privacy concerns, and social responsibility.

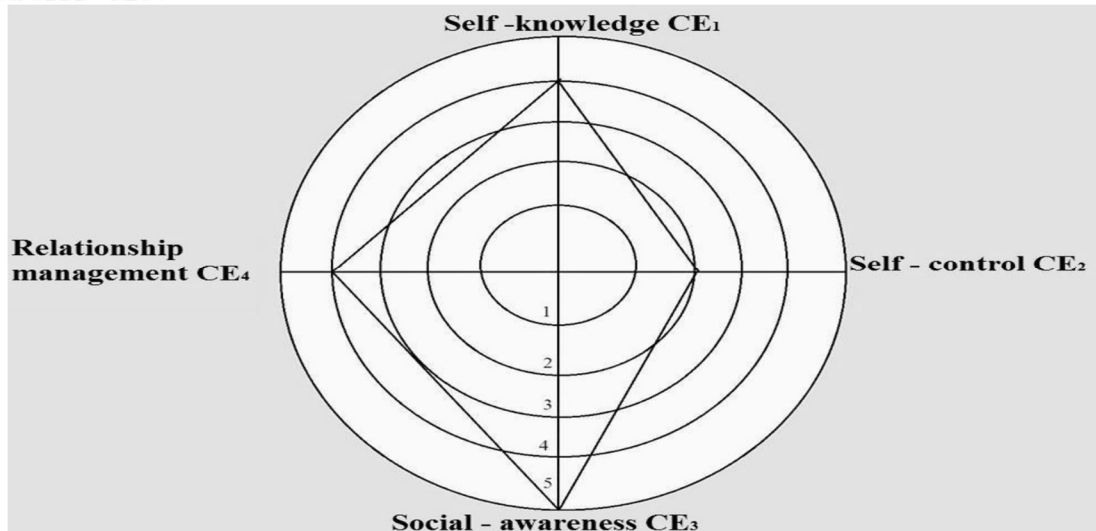
**Employee Empowerment and Participation:** Leaders who empower and involve their employees in decision-making can better tackle contemporary HR challenges. By providing opportunities for employee voice and participation, leaders can address issues such as work-life balance, employee engagement, and skill development. Employee empowerment can lead to higher job satisfaction and retention.

We have developed a research model to examine the connections that already exist between capacities, performance, and ability based on studies found in specialised theory. The study will later compare the performance of the organisations in which the leaders operate to their skills. As a result, the following research paradigm for the investigation is suggested (fig. 1):



We refer to potential when we talk about capacities. "Potential" is a word that inspires you to consider your options. It involves satisfaction and offers success. We shall discuss the capabilities in this chapter in terms of potential. There are perhaps other categories, but from an economic standpoint, we believe that the following components make a leader's potential relevant. Four types of competences are included in the understanding and management of inner traits, which include self-knowledge, self-control, social awareness, and relationship management. These competencies indicate the emotional capacity.





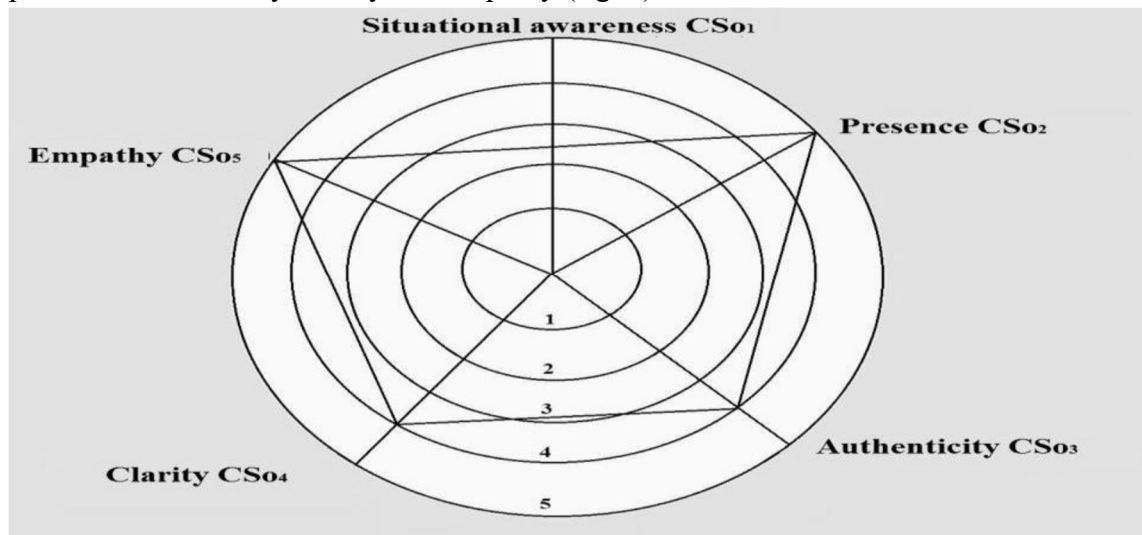
**Figure 2. Diagram for evaluating the emotional potential categories**

The criteria of competence with the same or different relevance can be used to determine the level of emotional competence. We will need to provide each category of competence an important quotient if we categorise them according to their importance. The following are the calculation formulas (Bailesteanu and Burz, 2008):

**Appreciation:**

- if:  $KPE \leq 0,4$  – emotional incompetence, **low potential**;
- if:  $KPE > 0,4 \leq 0,7$  – emotional competence of medium level, **medium potential**;
- if:  $KPE > 0,7$  – a high level of emotional competence, **high potential**.

The ability of a leader to interact with people reflects the social potential, being a dimension of outward skills and it includes: situational awareness (leader's radar), presence, authenticity, clarity and empathy (fig. 3):



**Fig.3. The synthetic diagram for evaluating the social potential categories**

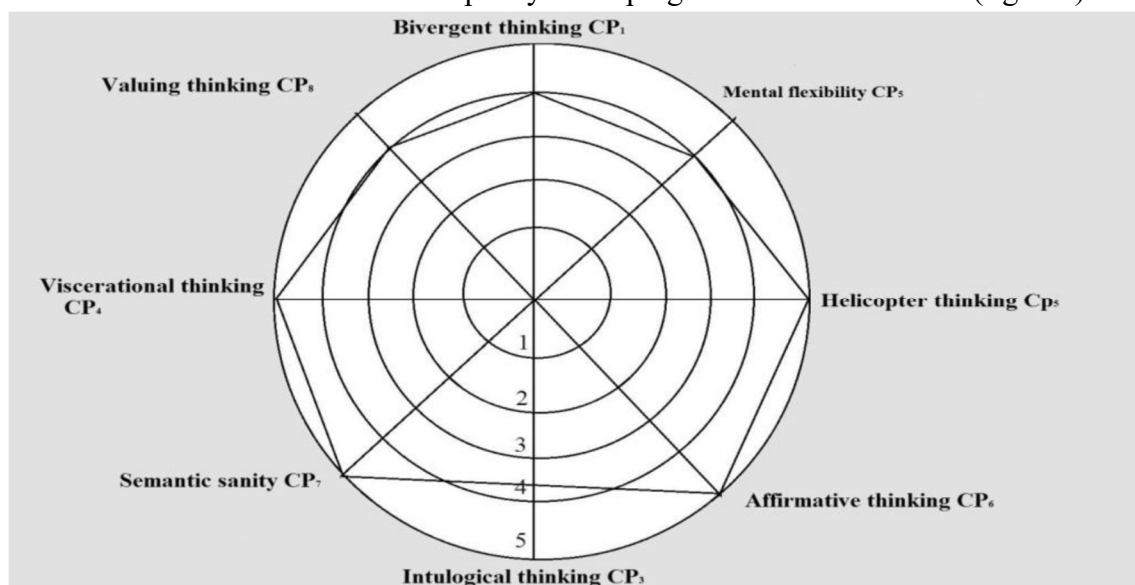
The calculation for social competence and emotional competence is comparable.

Sternberg (1997) and Sternberg and Kaugman (1998) stated in the literature that practical potential can assist individuals in applying what they have learned to the actual world in order

to address difficulties by adopting, modifying, and selecting an environment.

This component is concerned with the capacity to adjust to a changing environment. Practical intelligence (common sense or wisdom) is defined by Karl Albrecht (2007) as "the mental ability to cope with the challenges and opportunities of life. "Thinking is a physical function, according to the PP (Practical potential) concept. People can start to improve the four crucial parts of the manner in which they think once they realise that thinking is a whole-body experience. information processing skills include mental adaptability, positive thinking, semantic sanity, and idea valuation.

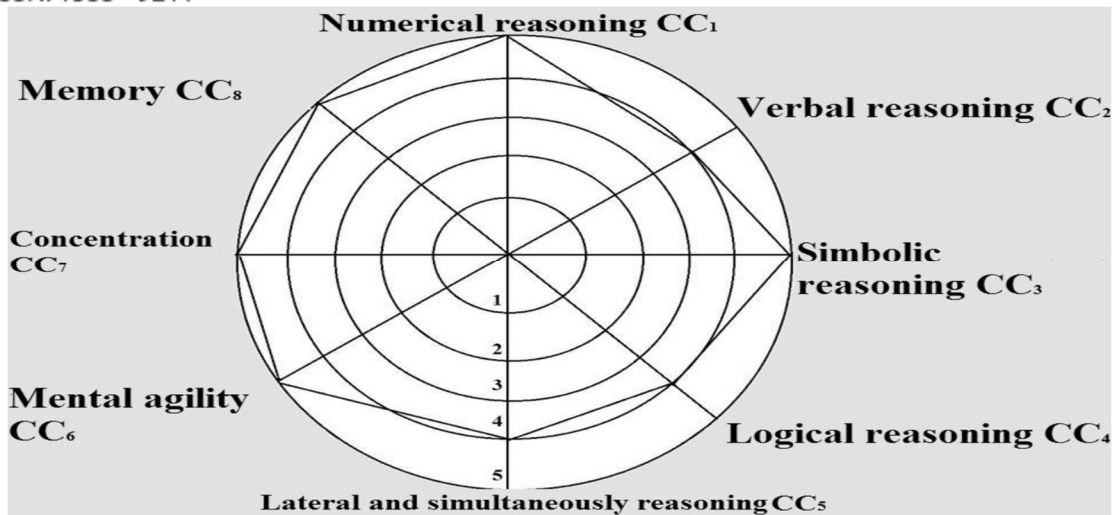
People can better comprehend how to utilise the four "mega-skills" of "bivergent" thinking, "helicopter" thinking, "intulogical" thinking, and "viscerational" thinking once they start to recognise the necessity to develop these upgrades continuously. Each makes a unique contribution to an individual's overall capacity for coping with the environment (fig. 6.4).



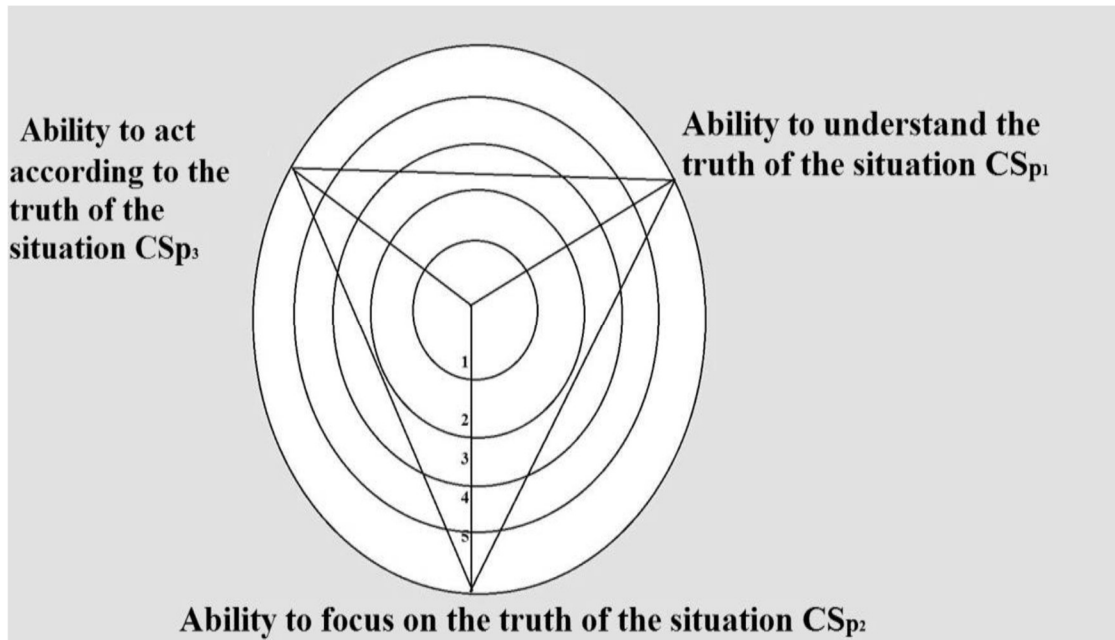
**Fig4. The synthetic diagram for evaluation of the Practical potential**

The same formula is used to determine the practical competence level.

The talents of numerical reasoning, verbal reasoning, symbolic reasoning, logical reasoning, lateral and concurrent thinking, men-tal agility, focus, and memory make up the cognitive potential, which condenses the capacities of analytical, intellectual, and rational order (fig5). The same formula used to determine social, emotional, and practical competence is used to determine cognitive competence. The spiritual potential is the one who offers guidance, vision, determination, and commitment and is regarded as the basis of leadership. According to McMullen (2003), the spiritual potential is about being, whereas the emotional potential concentrates on feelings and the cognitive potential on thinking. For this reason, we termed it the existential potential. It demonstrates the following abilities: the capacity to comprehend the situation's reality, the capacity to concentrate on the reality, and the capacity to act in accordance with the reality (fig. 6):



**Fig.5. The synthetic diagram for evaluating the cognitive potential categories**



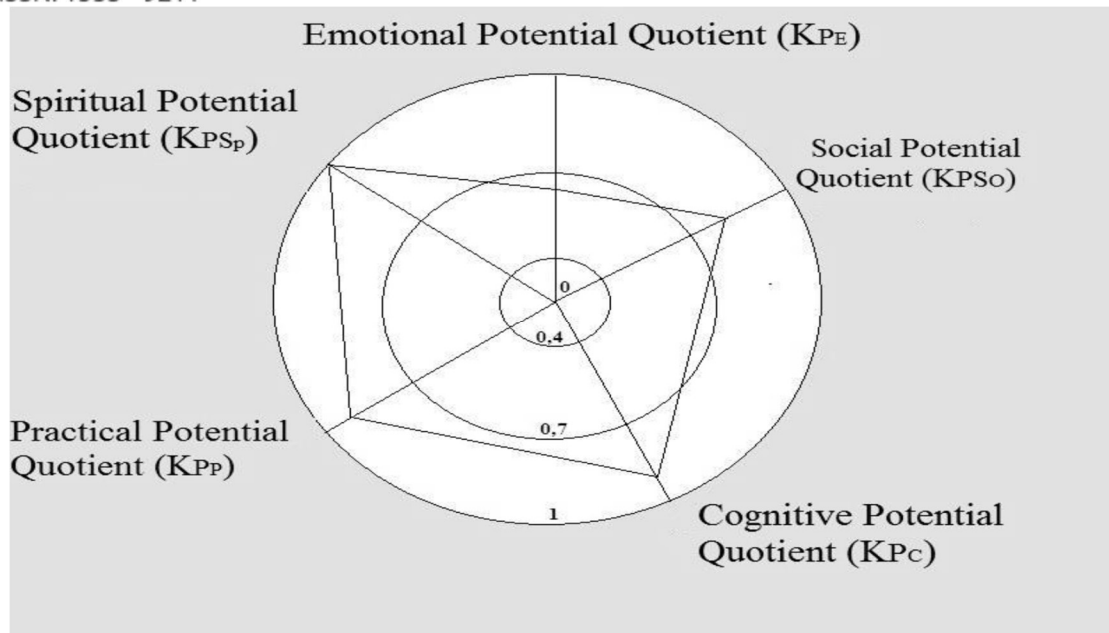
**Fig.6. The synthetic diagram of evaluating the spiritual potential categories**

**The level of the spiritual potential is calculated as the previous ones. Performance:**

We chose the following metrics to evaluate a firm's performance: market share, turnover, net profit, and profit margin, which show how profitable a company is.

#### **Assessment of the general potential**

The emotional potential quotient, social potential quotient, practical potential quotient, cognitive potential quotient, and spiritual potential quotient are all synthetic ways to express general potential, as seen in the following figure (fig. 7):



**fig7. Diagram to assess the General potential**

#### Assessment of the leader's potential – Research methodology

Through this method we want to assess the potential of a leader from the perspective of capabilities and to validate the following hypotheses:

- **H1:** There is a positive correlation between a leader's abilities, particularly their potential to perform, and the performance of the organisation in which they work.
- **H2:** How are the chief executives of the Romanian businesses under investigation perceived in terms of their abilities?
- **H3:** What connection exists between a company's success and its capability orientation?
- **H4:** Is maximum performance achieved through potential?
- **H5:** How much do performance capabilities actually manifest?

A descriptive and exploratory research methodology is used in the study. An analysis based on a questionnaire is the research methodology used. When the survey is circulated in the next time, our research strategy will be put into practise. among the top executives of 20 Romanian corporations. We have created a questionnaire with 25 questions of various types to analyse the relationships between the variables, including 4 Likert scale questions, 6 semantic differential scale questions, 9 questions with multiple answers, 3 dichotomous questions, and 3 open-ended questions.

Three people-a management of an organisation, a leader, and a researcher-were pre-tested on the questionnaire to gauge the amount of time needed to complete it. Managers (top management) from 20 small and medium-sized businesses in Romania are the target data subjects. The questionnaire named "The Potential to Perform and the Perception of Romanian Managers About This" was used as the research tool. Twenty Romanian companies will provide 200 responders for the questionnaire.

## Conclusion

the potential of a leader to perform in contemporary issues and challenges in human resource management is of utmost importance in ensuring organizational success and sustainability. As the business landscape continues to evolve, HR leaders must adapt and respond effectively to various trends and challenges that shape the workplace environment.

**Embracing Technological Advancements:** A competent HR leader must be tech-savvy and open to leveraging technological advancements to streamline HR processes, enhance data analytics, and implement innovative HR solutions. Embracing automation and artificial intelligence can lead to more efficient talent acquisition, performance management, and employee engagement strategies.

**Cultivating Diversity and Inclusion:** Contemporary HR leaders recognize the significance of diversity and inclusion in the workplace. They promote a culture that celebrates differences, ensuring that every employee feels valued, respected, and empowered to contribute their best. This approach not only fosters a positive work environment but also drives innovation and creativity.

**Prioritizing Employee Well-being and Mental Health:** The well-being of employees is a key consideration for modern HR leaders. They understand that a healthy and happy workforce leads to increased productivity and reduced turnover.

**Developing Leadership and Talent Pipeline:** Effective HR leaders focus on building a robust leadership and talent pipeline to ensure a sustainable future for the organization. This involves identifying high-potential employees, providing them with opportunities for growth and development, and grooming them for future leadership roles.

**Addressing Skills Gap and Learning Initiatives:** Contemporary HR management requires leaders to tackle the skills gap by implementing continuous learning and upskilling programs. This approach ensures that employees remain relevant in a rapidly changing job market while contributing to the organization's growth.

**Navigating Global Workforce Challenges:** With companies operating in an increasingly globalized world, HR leaders must address challenges related to cross-border talent management, cultural differences, and compliance with international labour laws.

**Ethical and Social Responsibility:** In the face of emerging social and environmental challenges, HR leaders are expected to promote ethical practices and social responsibility within the organization. This includes advocating for sustainable business practices, fostering corporate social responsibility initiatives, and ensuring fair labour practices.

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