Human Resources Management as a Function of Innovative Leadership in Tertiary Institutions in Akwa Ibom State

BY

Usen Godwin IKPE, *Ph.D*
Department of Curriculum Studies, Educational Management and Planning
Faculty of Education, University of Uyo, Uyo;

Grace JOHNSON
Planning and Building Control
London Borough of Tower Hamlets
Mulberry Place, 5 Clove Crescent, London, E14 2BG, UK

AND

Udoibok Kingsley SUNDAY
Trinity Polytechnic Mbak/Ifa, Off Airport Road, Uyo,
Akwa Ibom State, Nigeria

ABSTRACT

The study focused on the human resources management as a function of innovative leadership in tertiary institution in Akwa Ibom State. Ex-Post Facto research design was adopted for the study. The study was conducted in Akwa Ibom State in Nigeria. The population of the study comprised deans, heads of departments, directors and lecturers in the tertiary institutions in Akwa Ibom State. Stratified random sampling technique was used to select 10 deans, 30 heads of departments, 10 directors and 260 lecturers and these constituted the sample size 310 used for the study. The Main Instrument used in this study was a questionnaire titled "HUMAN RESOURCES MANAGEMENT AND INNOVATIVE LEADERSHIP QUESTIONNAIRE (HRMILQ)". The validation of the instrument was carried out by an expert in test, measurement and evaluation from University of Uyo to ensure the validity of the instrument. Cronbach Alpha Technique was used to determine the level of reliability of the instrument. The reliability coefficient obtained was 0.77 and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate descriptive statistics and simple regression. The test for significance was done at 0.05 alpha levels. The result proved the roles of human resources management in schools to include Strategic Role and Operational Role which incorporate both tactical and administrative in nature. Also it observed that innovative leadership is identified with various roles including encouraging new ideas and initiatives of employees; supporting the staff instead of undermining them. Finally, the result proved that there is significant extent to which innovative leadership has promoted human resources management in tertiary institutions in Akwa Ibom State. One of the recommendations was that school managements should adopt innovative leaderships styles in their administration for realization of good productivity on the parts of their staff (both teaching and non-teaching).

KEYWORDS: Human Resources Management, Innovative Leadership, Tertiary Institution, Akwa Ibom State

Introduction

Human resource management according to Omebe (2014) can be seen as the design of formal systems in an organization to ensure effective and efficient use of human talents to accomplish organizational goals. Griffin (1997) defined human resource management as the set of organizational activities directed at attracting, developing and maintaining an effective workforce. Human resource management concerns the procurement or recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff. It lies at the care of the efficiency of the organization. Human resource management is a basic function of management that determines the performance of staff in any organization. This simple implies that when staff in the education systems are adequately recruited, selected and supervised, inducted and adequately rewarded, and provided for, properly developed, appraised and promoted on the job, they will be committed to the job, remain dedicated and productive in the education systems (Omebe, 2014). This can simply be put that it is the co-ordination of the activities and efforts of the workers in educational organization so that educational goals are achieved. Hence, human resource management in education is the process of motivating workers to maximize their performance in order to obtain maximum output starting from the day they are recruited. That means utilizing people to perform duties and functions in the school. Human resources are easily recognized as the most important resource out of the resources required for the production of goods and services. Human resources are the key to rapid socio-economic development and efficient service delivery (Onah, 2008).

Statement of the Problem

Many years ago much importance was not attached to innovative leadership style. One can hardly imagine the number of losses incurred due to this ignorance. It is heart breaking to know that even human resources management, just like other element of management, has been limited in operation due to application of old methods of leadership styles that have failed to work satisfactorily enough as expected. It is quite true that many managers who adopt innovative leadership do not have any regret because of much benefit embedded in this innovation. It is on this note that this study is carried out to find the extent in which innovative leadership style helps promote human resources management in tertiary institutions in Akwa Ibom State.

Objective of the Study

Specifically, the study sought to:

1. To find out the roles of human resources management in tertiary institutions in Akwa Ibom State.

2. To examine the roles of innovative leadership in tertiary institutions in Akwa Ibom State

3. To find out the extent to which innovative leadership has promoted human resources management in tertiary institutions in Akwa Ibom State

Research Questions

1.   What is the roles of human resources management in tertiary institutions in Akwa Ibom State?

2.   What is the roles of innovative leadership in tertiary institutions in Akwa Ibom State?

3.   What is the extent to which innovative leadership has promoted human resources management in tertiary institutions in Akwa Ibom State?

Research Hypothesis

HO$_1$: There is no significant extent to which innovative leadership has promoted human resources management in tertiary institutions in Akwa Ibom State.

Concept of Human Resources Management

Human resource management has been argued to be a replacement of the term personnel management in organizations. In this light, experts like Armstrong cited in Osibanjo and Adeniji (2012) sees human resources management as 'old wine in new bottles'; while others argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion. However, it does not make human resources administrators 'having a seat at the table' meaning that human resources administrators are not regarded as a strategic business partner, therefore does not contribute to the success of the business. Experts see human resources management as activities designed to provide for and coordinate the human resources of an organization. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training (iEduNote, 2018). In addition, Boxall & Purcell (2000) argue that human resources management includes anything and everything associated with the management of employment relationships in the firm. The words anything and everything in the definition explains the wider range of issues comprising policies such employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. However, the four key dimensions to human resources management as postulated by Guest cited in Osibanjo and Adeniji (2012) include;

> ➤ Commitment: It is expected of employees to identify the interests and goals of the organizations, and be aligned and committed in achieving these goals.
> ➤ Flexibility: Employees are expected to adapt willingly to change within the organizational structure, without any strife or prejudice.
> ➤ Quality: High levels performance attainment of organization depends on the quality of members of staff and management of such organization.
> ➤ Integration: It involves the matching of human resources strategies to the needs of the business strategy (Osibanjo and Adeniji, 2012).

Human resources management is a strategic approach to the acquisition, motivation, development and management of the organization's human resources (iEduNote, 2018). It is a

specialized field that attempts to develop an appropriate corporate culture, and introducing programmes which reflect and support the core values of the enterprise and ensure its success.

Concept of Innovative Leadership

Despite extensive research Burns cited in Şena and Erena, (2012) on leadership, it is one of the most visible, yet, least understood phenomena. In literature, leadership has been conceived as a matter of personality of a person, group and environment. It is defined as a process of influencing others to understand and agree about what needs to be done effectively, and facilitating individual and collective efforts to accomplish the shared vision of an organization or nation (Şena and Erena, 2012). Recently, various models including transformational leadership, charismatic leadership, self-leadership, visionary leadership, and democratic leadership (Şen, 2003) have been developed as an alternative to the form of leadership where command and control has been central. Şena and Erena (2012) viewed leadership as a process of developing a shared vision, analyzing external and internal conditions and developing and implementing leadership strategies for solving problems and satisfying people's needs in an organization or a nation. They also noted that innovative leadership is a process of making radical changes through innovation or innovations to solve political, economic, social, technological and environmental problems to satisfy people's needs. A leader who provides radical changes is called an innovative leader (Şena and Erena, 2012). Innovative leaders know the past, see the present and predict the future, and establish a vision for changing and creating new political, social, economic, and technological conditions for solving the present and anticipated future problems and satisfying the needs of people in organizations and nations (Blanchard and Stoner, 2004). Innovative leaders have common qualities including knowledge, skills, values, talents, and leadership desires that play the major role in the success of their innovative leadership practices. The nature of followers and internal and external factors also play important roles in the success of innovative leaders (Şen, 2007).

Roles of Human Resources Management

The goals of human resource management in education are to develop the workers and to contribute to goal achievement. Human resource management has some specific roles to play which include: strategic and operational roles (Omebe, 2014).

Strategic Role: Human resources are critical for effective educational functioning. Human resources were once relegated to second-class status, but its importance has grown dramatically in the last two decades (Omebe, 2014). Again, its new importance stem from adequately recruited, selected and supervised, inducted and adequately rewarded, provided for, properly develop, appraised and promoted on the job. They will be committed to the job, remain dedicated and productive in the education system. It also represents a significant investment of the educational efforts. If managed well, human resources can be a source of competitive strength for the education. Strategically, human resources must be viewed in the same context as the financial, technological and other resources that are managed in any organization (Onah, 2008).

Operational Role: According to Mathis and Jackson (1997) operational activities are both tactical and administrative in nature. Griffin (1997) sees operational role from the legal perspective because some have regulated various aspects of employee-employer relations. Human resources management is therefore, interested in compliance with equal employment opportunities and observation of labour laws; examples; applicants must be oriented to the organizations, supervisors must be trained, safety problems must be resolved; wages and salaries must be administered. A wide range of activities typically associated with the day-to-day management of people as provided by laws and regulations must be performed efficiently (Omebe, 2014).

Importance of Human Resources Management

Day-to-day Human Resource Management is very important for the organization to get more powerful and develop its self to be the standard and success one. Experts have noted several important of Human Resources Management including:

Training and Development: Human resources conducts needs assessments for the organization's current workforce to determine the type of skills training and employee development necessary for improving skills and qualifications.

Performance Improvement: Human resources develops performance management systems. Without a human resources staff person to construct a plan that measures performance, employees can wind in jobs that aren't suitable for their skills and expertise. Additionally, employees whose performance falls below the employer's expectations can continue on the payroll, thereby creating wasted money on low-performing employees.

Budget Control: Human resources curbs excessive spending through developing methods for trimming workforce management costs, which includes negotiating better rates for benefits such as health care coverage. In addition, human resources ensure competitive and realistic wage-setting based on studying the labor market, employment trends and salary analysis based on job functions.

Human Capital Value: Having an in-house human resources function is important. An in-house human resources staff or a human resources expert on staff can increase the understanding of how important human capital is to the company's bottom line.

Reliability: Human resources ensures the workforce embraces the company's philosophy and business principles. From the perspective of a small business, creating a cohesive work environment is imperative. The first opportunity human resources have to accomplish this is through wise hiring decisions that identify desirable professional traits, as well as orientation and on-boarding programs.

Sustaining Business: Through succession planning that human resources develops, the company identifies employees with the promise and requisite capabilities to eventually transition into leadership roles with the company. This is an important function as it can guarantee the organization's stability and future success.

Employee Satisfaction: Human resources specialists usually are charged with the responsibility of determining the level of employee satisfaction -- often an ambiguous measurement at best.

With carefully designed employee surveys, focus groups and an exit interview strategy, human resources determines what underlies employee dissatisfaction and addresses those issues to motivate employees.

Corporate Image: Businesses want to be known as the "employer of choice." Employers of choice are the companies that receive recognition for the way they treat employees; they are the companies for whom people want to work. Becoming an employer of choice means human resources balances recruiting the most qualified applicants, selecting the most suitable candidates and retaining the most talented employees.

Conflict Resolution: Workplace conflict is inevitable, given the diversity of personalities, work styles, backgrounds and levels of experience among employees. A human resources manager or a staff person specially trained to handle employee relations matters can identify and resolve conflict between two employees or a manager and employee and restore positive working relationships.

Cost Savings: The cost to hire new or replacement workers, including training and ramp-up time, can be exorbitant for employers, especially small businesses. With a well-constructed recruitment and selection process, the human resources function can minimize expenses regarding advertising job postings, training new employees and enrolling new employees in benefits plans.

Roles of Innovative Leadership

Leaders according Denti (2013) have dual roles when managing innovation. They stimulate innovative results as they facilitate ideas and initiative coming from individuals and teams. Leaders are the primary means for the organization to realize its innovation goals and strategies.

Team Climate: Leaders can support a positive team climate conducive to creativity and innovation. A climate consisting of intellectual debate, openness, flexibility, challenge, and positive relations have consistently been linked to innovation outcomes (Hunter, Bedell, & Mumford, 2007). Moreover, leaders are responsible for managing conflict, keeping it just high enough to spark creativity.

Problem solving: Because of the nature of innovative work being novel and complex, problems are often abundant. Leaders can by means of their experience and expertise help their team members construct a problem better, which often leads to better problem solutions (Redmond, Mumford, & Teach, 2003) and new ideas and directions.

Team composition: Leaders often are responsible for staffing teams. By carefully choosing team members, leaders can increase the chance that new perspectives and information is disclosed (Denti, 2013).

Co-ordination: Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader (Juneja, 2015).

Motivation: An important predictor for individuals' creativity is their intrinsic motivation. There is ample evidence that leaders can positively enhance the motivation of their employees. For

example, they can maintain mutually beneficial work-relationships, stimulate their employees' intellectual growth, and grant freedom and discretion.

Goals and vision: The degree of vision determines the extent to which goals are clear, attainable and valued by team members. By taking the time to state goals and vision, leaders facilitate a shared understanding which makes it easier to collaborate. Vision is one of the strongest predictors of innovation (Hülsheger, Anderson and Salgado, 2009).

Expectations for creativity: Leaders can set high expectations for creativity, which in turn leads to creative outcomes. It is important to back those expectations up with requisite resources. Otherwise, employees will learn that the organization's wish for more creativity is not genuine (Denti, 2013).

Autonomy: Autonomy is the freedom to pursue tasks according to one's own discretion. Leaders can grant autonomy to their team members, which in turn invokes a sense of trust, ownership and control (Hemlin, 2006). The degree of autonomy has been shown to relate to innovation in a number of studies, including my own research. In a study of Denti, (2011) reveals that autonomy in an organization strengthened the relationship between leadership and individuals' initiative.

Employees are one of an organization's most valuable resources people create and introduce innovations, and their attitude towards innovations is the most important. The leader plays a crucial role in shaping innovative attitudes in the company. Leaders should be open to new ideas and initiatives of employees; they should support them instead of undermining them. Moreover, they ought to trust their employees by creating a favorable working atmosphere based on teamwork, loyalty and trust. It is possible to look at leadership from a broad perspective as both the influence of a leader on innovation and the innovative behavior of employees can be studied (Wojtczuk-Turek 2012).

Influence of Innovative Leadership and Human Resources Management

Human resources management and innovation according to Kossek (2006) is any program, policy, or practice designed to influence employee attitudes and behavior that is perceived to be new by members. This definition distinguishes a human resources management and innovation from organizational change. As Zaltman cited in Kossek (2006) observe, "All innovation simply changes. Not all change involves innovation, since not everything an organization adopts is perceived as new." Human resources management and innovation is the changing of object, while organizational change is the alteration of the social system. Organizational change occurs if human resources management and innovation influences member attitudes or behaviors (Kossek, 2006). Over two decades ago, Kozlowski cited by Becker and Matthews (2009) called for HRM to be more distinctly embedded in organisational strategy in order to facilitate innovative leaders. Around the same time, Roberts cited in Jørgensen, Becker and Matthews (2011) also argued that all four dimensions of staffing, structure, strategy and system support were central to successful innovative leaders, and that ensuring the organisation had the right kind of people who were effectively managed as the critical staffing issues. Jiménez-Jiménez and Sanz-Valle (2005) noted that the impact of the HRM practices on employee participation provides opportunities for innovative leaders. Laursen and Foss (2003) argue that from both perspectives, innovative leaders and human resource management, "there is a lack of theoretical and empirical treatment of how HRM practices affect innovative leaders' performance". The

argument therefore revealed that to maximise the likelihood of successful innovation, engagement with HRM in an integrated way is essential for the success of innovative leaders. Shipton (2005) stated that HRM practices such as recruitment and selection, induction, appraisal and training affects organizational innovation. Beugelsdijk (2008) found the following HR practices on innovation: task autonomy, training and task rotation, performance based pay and flexible working hours positively impact the organizational innovation.

Methods

Ex-Post Facto research design was adopted for the study. The study was conducted in Akwa Ibom State in Nigeria. The population of the study comprised deans, heads of departments, directors and lecturers in the tertiary institutions in Akwa Ibom State. Stratified random sampling technique was used to select 10 deans, 30 heads of departments, 10 directors and 260 lecturers and these constituted the sample size 310 used for the study. The Main Instrument used in this study was a questionnaire titled "HUMAN RESOURCES MANAGEMENT AND INNOVATIVE LEADERSHIP QUESTIONNAIRE (HRMILQ)". The validation of the instrument was carried out by an expert in test, measurement and evaluation from University of Uyo to ensure the validity of the instrument. Cronbach Alpha Technique was used to determine the level of reliability of the instrument. The reliability coefficient obtained was 0.77 and this was high enough to justify the use of the instrument. The researcher subjected the data generated for this study to appropriate descriptive statistics and simple regression. The test for significance was done at 0.05 alpha levels.

Results

Research Questions One

The research question sought to find out the roles of human resources management in schools. To answer the research percentage analysis was performed on the data, (see table 1).

Table 1: Percentage analysis of the roles of human resources management in schools

ROLE	FREQUENCY	PERCENTAGE
Staffing	50	16.13
Training/Development	53	17.09**
Development of Workplace Policy	48	15.48
Compensation/Benefit Administration	45	14.52
Retention	37	11.94
Dealing with Loss Affecting Employment	36	11.61*
Workers Protection	41	13.23
TOTAL	**310**	**100%**

** **The highest percentage frequency**
* **The least percentage frequency**
SOURCE: Field survey

The above table 1 presents the percentage analysis of the roles of human resources management in schools. From the result of the data analysis, it was observed that the tagged "Training/Development" (17.09%) rated the highest percentage of the roles of human resources management while "Dealing with Loss Affecting Employment" (11.61%) rated the least percentage affirmed by the respondents of the roles of human resources management in schools.

Research Questions 2

The research question sought to find out the roles of innovative leadership in schools. To answer the research percentage analysis was performed on the data, (see table 2).

Table 2: Percentage analysis of the roles of innovative leadership in schools

ROLES	FREQUENCY	PERCENTAGE
Team Climate	46	14.84**
Problem solving	43	13.87
Team composition	36	11.61
Co-ordination	32	10.32*
Motivation	39	12.58
Goals and vision	41	13.23
Expectations for creativity	39	12.58
Autonomy	34	10.97
TOTAL	**310**	**100%**

**   The highest percentage frequency
*   The least percentage frequency
SOURCE: Field survey

The above table 2 presents the percentage analysis of the roles of innovative leadership in schools. From the result of the data analysis, it was observed that the tagged "Team Climate" (14.84%) rated the highest percentage of the roles of innovative leadership, while "Co-ordination" (10.32%) rated the least percentage affirmed by the respondents of the roles of innovative leadership in schools.

Research Questions 3: The research question sought to find out the extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State. To answer the research percentage analysis was performed on the data, (see table 2).

Table 3: Descriptive statistics of the effect to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State

Variable	N	Arithmetic mean	Expected mean	R	Remarks
Promoted HRM		17.53	12.5		*Strong to Perfect Relationship
	310			0.83	
Innovative Leadership		16.15	12.5		

Source: Field Survey

The above table 3 presents the result of the descriptive analysis of the effect to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State. The two variables were observed to have Strong to Perfect Relationship at 0.83%. The arithmetic mean for promoted HRM (17.53) was observed to be greater than the expected mean score of 12.5. In addition to that, the arithmetic mean as regards Innovative Leadership (16.15) was observed to be higher than the expected mean score of 12.5. The result therefore means that there is remarkable effect to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State

Hypothesis One: The null hypothesis states that there is no significant extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State. In order to answer the hypothesis, simple regression analysis was performed on the data (see table 4)

TABLE 4: Simple Regression Analysis of the extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State

Model	R	R-Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.83a	0.69	0.69	0.97	0.69

*Significant at 0.05 level; df= 308; N= 310; critical R-value = 0.113

The above table 4 shows that the calculated R-value (0.83) was greater than the critical R-value of 0.113 at 0.5 alpha levels with 308 degrees of freedom. The R-Square value of 0.69 predicts 69% of the extent to which innovative leadership promotes human resources management. This rate of percentage is highly positive and therefore means that there is significant extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State. It was also deemed necessary to find out the influence of the variance of each class of independent variable as responded by each respondent (see table 5).

TABLE 5: Analysis of variance of the extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	643.25	1	643.25	678.66	.000b
Residual	291.93	128	0. 95		
Total	935.18	219			

a. Dependent Variable: innovative leadership
b. Predictors: (Constant), human resources management

The calculated F-value (678.66) and the P-value as (.000b). Being that the P-value (.000b) is below the probability level of 0.05, the result therefore means that there is significant extent exerted by the independent variables i.e. human resources management on the dependent variable which is innovative leadership. The result therefore means that there is significant extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State. The result therefore is in agreement with the research findings of Jiménez-Jiménez and Sanz-Valle (2005) who noted that the impact of the HRM practices on employee participation provides opportunities for innovative leaders. To maximise the likelihood of successful innovation, engagement with HRM in an integrated way is essential for the success of innovative leaders (Laursen and Foss, 2003). The significance of the result caused the null hypotheses to be rejected while the alternative was accepted.

Conclusion

The study concluded that human resource management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce. Human resource management concerns the procurement or recruitment, staffing, welfare, maintenance, training and retraining, placement, promotion, motivation relationship, compensation or rewards, transfer and discipline of staff. Leadership is a process of developing a shared vision, analyzing external and internal conditions and developing and implementing leadership strategies for solving problems and satisfying people's needs in an organization or a nation. The study reviewed the roles of HRM which include: strategic and operational roles. Several important of HRM including: training and development, performance improvement, budget control, human capital value etc. And Several roles of innovative leadership were also identified, including team climate, problem solving, team composition, co-ordination etc. Therefore, the study reveals that there is significant extent to which innovative leadership has promoted human resources management in secondary schools in Akwa Ibom State.

Recommendations

Based on the findings of the study, the following recommendations was considered necessary:

1. School managements should adopt innovative leaderships styles in their administration for realization of good productivity on the parts of their staff (both teaching and non-teaching).

2. HRM in any organization should encourage all of the stakeholders of their organizations and nations for developing, adopting and supporting innovative leaders to have more freedom; equal opportunities for education (especially in values knowledge), law, employment, economic and political activities.

REFERENCES

Becker, K. and Matthews, J. (2009). *Linking HRM and Innovation:* Formulating the Research Agenda. Queensland University of Technology, Brisbane, Australia.

Beugelsdijk, S. (2008), 'Strategic human resource practices and product innovation. *Organization Studies*, 29(6), 821-847.

Blanchard, K. and Stoner K. (2004). *Full Steam Ahead*. San Francisco: Berret-Koehler Publisher, Inc.

Boxall, P. & Purcell, J. (2000) Strategy and Human Resource Management. New York: Palgrave Macmillan.

Denti, A. (2013). *Leaders' Dual Roles When Managing Innovation*. University of Gothenburg, Sweden. Available at: https://innovationmanagement.se/2013/09/11/ leaders-dual-roles-when-managing-innovation/

Denti, L. (2011). *Leadership and Innovation*: How and When do Leaders Influence Innovation in R&D Teams? University of Gothenburg, Sweden.

Griffin, R.W. (1997). *Management*. New Delhi AITBS Publishers.

Hemlin, S. (2006). Managing creativity in academic research: How could creative action and management be reconciled in research? *Science Studies*, 19(1), 3-12.

Hülsheger, U. R., Anderson, N., & Salgado, J. F. (2009). Team-level predictors of innovation at work: A comprehensive meta-analysis spanning three decades of research. *Journal of Applied Psychology,* 94(1), 1128–1145.

Hunter, S. T., Bedell, K. E., & Mumford, M. D. (2007). Climate for creativity: A quantitative review. *Creativity Research Journal,* 19(1), 69–90.

iEduNote (2018). *Human Resource Management (HRM)*. iEduNote Publishers. Available at: https://www.iedunote.com/human-resource-management

Jiménez-Jiménez, D. and Sanz-Valle, R. (2005). Innovation and human resource fit: an empirical study. *International Journal of Manpower,* 36(4), 364–398.

Jørgensen, F., Becker, K. and Matthews, J. (2011) The HRM practices of innovative knowledge-intensive firms. *Int. J. Technology Management,* 56(2/3/4), 123-137.

Juneja, P. (2015). *Importance of Leadership*. Management Study Guide (MSG) Publishers. Available at: https://www.managementstudyguide.com/importance_of_leadership.htm

Kossek, E. E. (2006). *Human Resources Management Innovation*. *Spring* 26(1), Pp. 71-92

Laursen, K. and Foss, N. (2003). New human resource practices, complementarities, and impact on innovation performance. *Cambridge Journal of Economics*, 27(2), 243–263.

Omebe, C. A. (2014). Human resource management in education: issues and challenges. *British Journal of Education,* 2(7), pp.26-31

Onah, F.O. (2008). Human Resource Management. John Jacob's Classic Publisher Ltd Plot 7 Fmr ESUT Road, Nkpokiti Junction Enugu.

Osibanjo, O. A. and Adeniji, A. (2012). *Human Resource Management*: Theory and Practice. Pumark Nigeria Limited Publisher.

Redmond, M. R., Mumford, M. D., & Teach, R. (2003). Putting creativity to work: Effects of leader behavior on subordinate creativity. *Organizational Behavior and Human Decision Processes*, 55(1), 120–151.

Şen, Asım (2003). *Democratic Management*. New York: University Press of America, Inc.

Şen, Asım (2007). ''Leadership with a Shared Vision in the Twenty-First Century''. *Journal of Global Strategic Management*. 1(2).

Şena, A. and Erena, E. (2012). Innovative Leadership for the Twenty-First Century. *Procedia-Social and Behavioral Sciences* 41(1) 1 – 14

Shipton, R. (2005). Managing People to Promote Innovation. *Creativity and Innovation Management* 14(2), 501-516