**Thomas Lubari**

**UD85070HPE94291**

ATLANTIC INTERNATIONAL UNIVERSITY

 **Human Resources and Leadership**

**June/2024**

Contents

[Introduction 2](#_Toc169553085)

[Charismatic Leadership in Peace building 3](#_Toc169553086)

[Transformational Leadership in Peace Building 3](#_Toc169553087)

[Participative (Team oriented) Leadership 4](#_Toc169553088)

[Team oriented Leadership in Peace Building 5](#_Toc169553089)

[Humane-Oriented Leadership in Peace Building 6](#_Toc169553090)

[Political leadership in Peace building 6](#_Toc169553091)

[Human Resource Management in Conflict Affected Environments 7](#_Toc169553092)

[Organizational Behavior and Conflict Resolution 9](#_Toc169553093)

[Organizational Behavior 9](#_Toc169553094)

[Conflict Resolution 10](#_Toc169553095)

[Gender in Leadership for Peace 10](#_Toc169553096)

[Diversity in Leadership for Peace 12](#_Toc169553097)

[Inclusion in Peace Leadership 12](#_Toc169553098)

[Capacity Building and Talent Management in Post-Conflict Reconstruction 14](#_Toc169553099)

[Capacity Building in Post-Conflict Reconstruction 14](#_Toc169553100)

[Talent Management in Post-Conflict Reconstruction 15](#_Toc169553101)

[Talent Leadership and Management in Peace Process 16](#_Toc169553102)

[Ethical Leadership in Peace Process 16](#_Toc169553103)

[Governance in Peace Process 17](#_Toc169553104)

[Conclusion 18](#_Toc169553105)

[Bibliography 21](#_Toc169553106)

Human Resources and Leadership

# Introduction

Human resources and Leadership is the coordination of human resources with various levels of leadership towards strategic plans of the entity.Therefore,in the context of peacebuilding, it is the coordination of human resource roles with leadership roles along efforts related to peace building with examination of leadership theories and models in peace building in conflict affected environments.

The paper will consider human resource management alongside organizational behavior and conflict resolution in peace building considering gender, diversity and inclusion as key factors towards peacebuilding. While human resources involve recruitment and training, capacity building becomes a tool to recruitment of manpower to involve in peacebuilding. It involves building of the capacity and talents of the parties engaged in the efforts towards peace building.

Leadership along human resource ought to be ethical and that governing the whole system requires indication of good governance. Leadership should not be conflict obtained by the power of the barrel of the gun, but through a peaceful, ’mental revolution’ (Ngwane, George, p.1,2003). Ethical leadership should be transformative geared towards paving way of sustainable peace and development especially in the third world countries including African countries that are underdeveloped. While leadership should be ethical, it must be strategic considering the success of reaching to sustainable peace as with a nation or peaceful co-existence and relationship at the place of work. This is brought out by looking into the grassroot cause of the war, how to bring the parties into peaceful negotions, when should it take place, where it should take place, and why it is necessary to do so. These are strategic questions become the resource, leading to sustainable peace.

Leadership in peace building require the most relevant theories and models to be implement if peace is to be achieved. Many peace building efforts have failed because wrong theories were used by leaders. Some leaders of peace building efforts have been so autocratic in other terms dictatorial not willing to hear from the parties who are engaged in the conflict. This the reason why most countries have not ceased from their internal conflicts. Sustainable peace can be experienced in Conflict affected countries if bodies that are engaged in peace building employ the right models of leadership in peace building. These models are outlined as below,

## Charismatic Leadership in Peace building

Charismatic Leadership in Peace building have the ability to inspire and motivate others towards values that are socially or politically acceptable but may not be democratic in nature attracting more criticism from parties that are engaged in the conflict. Charismatic leadership in peace building may require structuralist whose focus is directed toward peace. A charismatic leader may not necessarily be a peace lover but can be war oriented as with Joseph Kony in Uganda. He was charismatic, had followers and was not willing to enter a peace deal with the government till he vanished to the jungles of neighboring DRC, Chad and Sudan to the disintegration of his group. Charismatic leaders demonstrate popularity and ability to attract people and inspire them to act towards a peace process.

## Transformational Leadership in Peace Building

Transformational Leadership in peace building is inclined to “promoting innovation, motivating workers, and improving performance in general improvement of public performance (Sun, R., & Henderson, A. C. (2017)” of the parties engaged in the peace process. It adds to the organizational behavior in this case the parties engaged in conflict can reach to lasting solutions related to sustainable peace. The failure of warring nations to achieve peace could be related to the leadership model used to settle the conflict. Transformational leaders inspire positive emotions and achievement of followers. They are more concerned about the progress and development of employees. Transformational leaders are also concerned with employees’ intrinsic motivation, values, and development.

## Participative (Team oriented) Leadership

Participative leadership is team oriented. This kind of leadership has the leader as part of the team. He does not stand to make orders or decisions but takes part in the project like any other person of the group. Leaders have often sabotaged peace deals by not attending peace negotiations. This they do by sending representatives. Participatory leadership has advantage in peace building over other models of leadership.

Jing et al. (2017) says that,

participative leadership is a democratic leadership that involves subordinates in organizational decision-making and management, with the aim of effectively enhancing employees’ sense of ownership and actively integrating their personal goals into organizational goals. Therefore, in the daily leadership process, leaders actively implement “participation management” for their subordinates, such as conveying meaningful values, actively organizing reporting and other flexible promotion strategies.

A lasting example is Nehemiah in the Bible. He participated in the rebuilding of the wall of Jerusalem as vision bearer. He did make the Israelites demonstrate a sense of ownership of the city, and the temple and to participate in the rebuilding of the broken wall of Jerusalem. This model of leadership gives accommodates inclusion in peace building because it allows the subordinates to play their roles indiscriminately increasing the members self-esteem absorbing the people in this case those victimized in the peace process. This attracts the approval and support of those affected by the war or conflict. It allows the poor to be heard and is effective to a sustainable peace allowing the locals to contribute alongside their “perspectives.”

 Evelyn (2023) states that,

Adopting a participatory approach at this early stage allows peacebuilders and development practitioners to see the conflict and the most pressing issues through the perspective of the people affected by it.Leading to more trust and transparency, the involvement of participants from the start will allow the project team and the participants to ensure that the project addresses the relevant issues and that it is not detrimental to the context.

Practical experiences are with the issue of South Sudan where the perspectives of the locals are not heard making it difficult for the peace efforts to be achieved. Peace deals among the South Sudanese and rebels have involved top officials who protect their own interests but not the interests of the locals. They employ autocratic leadership model which appeals more to dictatorship causing increased conflicts because the models used do not motivate the grieving parties to promote peace unlike transformational leadership which promotes intrinsic motivation and transformative development.

## Team oriented Leadership in Peace Building

This model of Peace building is concerned with influencing and motivating individuals to involve in a cause toward achieving peace as the common purpose and goal of the organization through team work. It requires that the leader demonstrates servanthood spirit in the organization effort to realize its goals and take decisions considering the intervention whether it “requires monitoring or action, is it internal or external and whether it is task-related or relational (Kriek,D.2019pp.360-361)”.The performance of the team in the peace process requires observance of acceptable behaviors, cognition and attitudes that are relevant to the intended output.

The process of influencing and motivation of the team involve educating the team and sensitizing people for peace. Humans are the resources for peace are the most effective resources than other resources, although financial resources are necessary for the implementation of any peace process. Team leadership in peace building is evaluated on the basis of achieving the goal and task of bringing last peace to the community and how it has involved members from all aspects of the team members from all aspects of the peace process including provision of communication that is open and trust while the decisions are based on “consensus (Glenn,2009.p.31)” in the respect of the opinions of all members. The team leadership in the peace process should aim at success by considering the “goal, deliverables, and the tasks in the process (Glenn,2009. p.12).”

## Humane-Oriented Leadership in Peace Building

Humane leadership in peace building concerns about prioritizing people in the peace process. The leadership possess intrinsic qualities of empathy, compassion, and of being inspirational. Humane leadership is merges transformative qualities with empathy and love for humanity. It values humanity as worthy of respect and dignity.

## Political leadership in Peace building

Political leadership does not consider bad leadership as cataclysmic in exacerbating conflicts. Most of the existing conflicts are attempts to combat bad governance and in most cases the parties concerned do not wish to promote peaceful means of combating bad governance. This has resulted in armed conflicts of which the parties involved determine to resolve the conflict through extermination of the opponent. Most political leaders have less respect to human right and dignity and promote corruption and inequality often dividing citizens along ethnic tribes. Rulers who are not democratic take advantage of the situation to deprive the government of transparency, accountability, rule of the law and inequality. This kind of leadership will demand the intervention of independent foreign bodies or governments. South Sudan has fallen in this category that it cannot solve its internal differences without the intervention of foreign bodies and agencies like Inter-Governmental Authority on Development (IGAD) which has acted as the African peace and security architecture in the horn of Africa.

Western efforts towards peace is viewed by affected countries as colonization and African bodies like IGAD do not apply methodologies that can result in peace.However,political leadership should not believe in bringing peace only by suppressing its opponents through the barrel of the gun in other terms through violent resistance, but should consider proposing democracy and respect of human rights, and citizens should be heard underlining bad leadership as a contributor of conflicts.

Political Leadership transformation is possible by noting the importance of electing “peace lovers into leadership, peace education and national reconciliation positions (Mayanja,2010, p.139)”. People suffer when they vote warriors into leadership. Warriors believe in war. They do not see opposition parties as separate non warring parties. They see them through the lenses of war as rebels and will defend themselves by engaging in war. Countries that practice multipartyism have forced opposition parties to foreign countries due threats and mistreatment of opposition members.

# Human Resource Management in Conflict Affected Environments

Conflict affected environments include the work place. Civil wars have erupted from the workplace due to bad governance especial in the public sector. Rebel movements have started due to failure to administer to the interest of the people. Corruption and inequality all are intentional practices that include deprivation of a certain population of people from accessing socio-economic services resulting in the poverty and undeserved death of certain community of people due to poverty, hunger and diseases. In the event that an entity lacks professional guidance and comprehensive support in human resource it will not enhance efficiency nor ensure compliance with the ethics of that office resulting in conflicts. Therefore, workplace conflicts have escalated into national problems resulting in civil wars. The role of the human resource is to eliminate distractions, and promote a peaceful work relation. Therefore, managing conflicts should involve neutral parties to mediate.

Conflict affected environments include parts of a country or country as a whole or countries affected by conflicts. Conflicts in most cases occur due to work styles or poor communication affecting the morale and productivity of an organization or country. According to Kim et.al (2022)

The increasing frequency and severity of environmental disruptions necessitate HRM scholars to evaluate and extend the theories around the dynamic interactions between HR practices and systems and firms' environments. Countries that are in constant political tensions have had challenges in maintaining stable commodities supply in the market simply because, the company’s human resource strategically design to minimize imports or supplies causing scarcity. In other terms some choose to relocate to other countries that are politically stable. South Sudan experiences scarcity of commodities or rise in prices due to human resource efforts in evaluating the environment based on political instability.Kim.et.al (2022) further states that,

Environmental disruptions may function as extra-organizational stressors, which are defined as “environmental factors outside work that can lead to negative and potentially damaging reactions in individuals” (Byron & Peterson, 2002, p. 896). Employees' workplace attitudes and behaviors can be seriously affected not only by workplace stressors (such as job demands) but also by extra-organizational stressors. Many studies testify that employees emotionally suffer from extra-organizational stressors, and this leads to low job satisfaction, poor performance, and withdrawal behaviors such as absenteeism and turnover.

In conflict related environments, human resource should aim at building resilience in other words it should ‘“build and use its endowments to interact with the environment in a way that positively adjusts and maintains functioning prior to, during and following adversity. and high-reliability in the face of disruptive environments” (Williamset al., 2017, p. 742)’.

 Human resource should develop the strength to persevere through the disruptions of the environment. Human resource personal should foster a conducive, peaceful, environments fit for work. This happens through open dialogue and understanding of the situation with the human resource acting as a mediator. Neutral third-party maintaining fairness and high confidentiality at meetings and after.

Conflict resolution yield better results when the causes of the conflict are brought to table for discussion for the mutual benefits of the affected parties upon constructively managing it. Conflicts may grow from the latent stage where factors that could result in potential conflict exist, then reaches a stage when the latent stage arises to the threat (perceived stage) of the other party causing misunderstanding of each other. This stage level rises now to the conflict being felt as argument. The conflict at this stage is felt by the community reaching to its final stage of manifest conflict at which the parties respond with aggression, and sabotage exemplified by violence as manifest conflict.

My personal experience in conflict resolution among church leaders, the church elders formed the human resource community. The parties involved in the conflict had struggles over land. The committee who acted as the mediating body heard from each other’s complaint and therefore determined the cause of the argument. The resolution zeroed on compensating the complainant on the land. This was accepted by both parties ending the conflict and was to the satisfaction of all parties with a high concern for relationship applying to collaborating style of conflict resolution.

# Organizational Behavior and Conflict Resolution

## Organizational Behavior

People interaction in the work place create feelings and influence one another by their behaviors. This day to day interaction often results in conflict of ideas resulting in disagreements that demand for mediators. result in disagreement Organizational behavior is the study of how people think, feel, and behave individually or in groups within organizations. Conflict resolution is the process in which two or more parties in a disagreement come to a peaceful solution considering a middle ground that the parties solve the problems in a manner that does not bring further misunderstanding among parties involved in the negotiations.

# Conflict Resolution

Conflicts should be resolved not to consume the managers time which affects the intensity of future conflict and work and distorts reasoning and cause loss of directions a person becomes emotional during conflict he or she loses focus on tasks and becomes less effective, resulting in poor work performance. People should work in peaceful environment, in this case the organization ought to provide a peaceful work environment.

Practical a friend was employed in a charitable organization which consist of inexperienced leadership that invested much time in gossips and sabotaging workers. The leadership ended up creating an environment of hatred, gossip and division, resulting in a very unfavorable working environment. This environment resulted in many of the professional staff resigning from their disorganization leaders and staff should undergo lessons on conflict management. Gender, Diversity and Inclusion in Leadership for Peace.

## Gender in Leadership for Peace

Gender participation in peace building relates to the involvement of women in peace despite their being restricted to the private sphere of the household as it practiced among other cultures unlike men who are exposed to the public while in service. The division of labour along sexual is in occurrence among many countries especially women women’s rights are deprived. Conflict or war is seen universally as a male enterprise therefore sees masculinity as final authority in any societal affairs. The security of a country requires social cohesion. Women are getting engaged in political parties, though not many and women compared to men. Today the women’s movement has established a real and meaningful grassroots presence. Skjelsboek and Smith (2001) say,

Essentialists hold that the female psyche is uniquely given to caring and nurturing. Thus, they say, women would be less corrupt, would assist in bringing about harmony, in seeking negotiation and preventing conflict.

Studies have shown that, compared to men, women kill far fewer people, which also suggests that women are generally less militaristic (Jones, 1991). For these reasons, as well as for the classic egalitarian reasons, conflict-prone soci-eties need to close the gender gap in their distribution of power and authority.

This means in matters of conflict resolution; gender inclusiveness must be considered as necessity. Women have risen to demand representation in decision making for purposes of gender equality. The Charter of the United Nations (Articles 8 and 101) stipulates that there shall be no restrictions on the eligibility of men and women to participate in every capacity and under conditions of equality in its principal and subsidiary organs. Countries that subscribe to the charter of the United Nations exercise women rights and equality to participate in peace building efforts.

In South Sudan I have recently seen the formation of a parliamentary peace and reconciliation committee that include women while it should have access to subcommittees at the grassroot levels for purposes of inclusion it may have less impact if it hangs at a political level with no contact with the affected lower class of the population. Such a trend had seen missing. Women’s participation in civil society should be extended to a more political plane. The resolution of conflict needs to look at the root causes as well as the consequences of conflict. Root causes are often political in nature and require a political solution brokered by all parties actively involved in the conflict. The involvement of women in the parliamentary peace and reconciliation committee is a mark of inclusion in conflict resolution.

## Diversity in Leadership for Peace

Diversity in peace building values the importance of different ethnicities, cultures or identities as key to prevention of conflicts. Some countries have civil unrests that are deeply linked to cultural dimension. The conflict in South Sudan is deeply rooted to ethnicity and culture considering the architects of the conflict. The differences of culture should be dealt with because culture has diversity and therefore contributes to social- cohesion, sustainable peace and development. The need for harmony in diversity among cultures can result in lasting peace with parties should acquire awareness of globalization and have a common goal. Second, the dialogue should be conducted on the basis of full equality. Third, the dialogue needs a friendly atmosphere of mutual

understanding and respect. Fourth, all the parties to the dialogue should have the spirit of tolerance regarding the differences among cultures.

## Inclusion in Peace Leadership

Inclusion calls for all leaders making concerted efforts to work to harmonize the efforts in bringing lasting peace to their respective countries. Despite existing chaos and complexity in every level of leadership, However, “leaders must use their understanding of chaos and complexity” (Uwazie, p.330,2018). in every element of their responsibilities to make decisions that positively affects their citizens as regards peace.

Leaders should be able to influence representatives of categories of communities to mention a few representatives of civil society organization (local) local community leaders, women representatives, youth representatives,’ “to work freely towards the achievement of collective goals is the core premise of good leadership (Greenberg 2013, Holzer & Schwester 2016)”’(Uwazie,p.330,2018).

When Citizens are encouraged by the leadership to participate in peace building processes, they will be more inclined to follow leaders who exude confidence. Thus, having confidence in their abilities and conveying this confidence will ultimately make citizens feel that their leaders’ decisions are correct and following them is the right thing to do. Leaders should agree with representatives from civil organizations, local community leaders, women leaders, youth leaders and local peace promoters. representative.

Inclusion in leadership considers the involvement of the roles of different stakeholders and civil society organizations playing their roles in peace building. The South Sudan Comprehensive Peace Agreement portraying the power of inclusion as commented by Nilson and Svensson (2023),

A comprehensive peace agreement was signed in Sudan in 2020 with the aim to bring a peaceful end to the civil war that has raged within the country. The agreement was negotiated not only by the armed actors but also the Sudan Revolutionary Front – an alliance of civil society organizations that, through a massive popular-based nonviolent campaign of various forms of protests, had challenged and toppled the autocratic regime of Presi-dent Omar al-Bashir in 2018–2019

The Sudanese case exemplifies the key role of civil society in shaping the dynamics of armed conflicts and the conditions under which peace talks are held. In particular, it illustrates two different roles of the Sudanese civil society – protest and negotiation – and how one paved the way for the other. The Sudanese civil society organizations thus got their place at the negotiation table after being able to successfully mobilize against the regime through protests. Inclusion of civil society actors in peace accords has been identified as a key factor behind sustainable peace(Bell & O’Rourke, 2007, Nilsson, 2012, Wanis-St. John& Kew, 2008).1To let different stakeholders have a say when the transition from war to peace is negotiated is important in itself, but it can also lead to greater chances for a more robust post-conflict peace.

# Capacity Building and Talent Management in Post-Conflict Reconstruction

## Capacity Building in Post-Conflict Reconstruction

Capacity building is a response to developing competence and skills offered to areas emerging from conflicts. The ACBF (2004) states that,

Every post-conflict reconstruction effort seeks to responds to the urgent needs of key of societies emerging from armed conflicts and works to improve the efforts of key actors in rehabilitation and reconstruction operations by identifying and filling gaps within the current capacities of local and international actors.

The response or intervention facilitates efforts towards sustainable peace, socio-economic and political development, reconstruction of socio-economic and political infrastructures Peace building have the need for skilled workers or professionals who are to effectively offer services in conflict and post conflict areas. Capacity building is mostly managed by international and local organizations exemplified by UN, MSF, Etc. Local nonprofit organizations have also worked alongside international organizations in partnership with the locals acting as implementing agencies funded by the international organizations.

Capacity building is more a human resource responsibility which involves international organizations, local organizations (civil societies) and advocates of peace. Depending on the need on ground capacity building is extensive from public servants involving administrators, local community leaders to local citizens such as business people, the unemployed to farmers considering the improvement of those involved in the different sectors such as education, health, agriculture, and business. This is most facilitated in the spirit of volunteerism.

Training is key in capacity building enabling the skilling of the targeted beneficiaries. This training may be at grassroot level or designed to benefit already working members of organization (Training of Trainers). The training is a means or approach for survivors of conflict to reach to levels of sustainability not neglecting institutions that include, agriculture schools and health units realize levels reconstruction noticed in the betterment of their socio-economic stance of the community.

The importance of capacity building that builds the destroyed system that is left by conflicts. Conflicts destroys not only the physical structures of a countries but the administrative, social, economic and political which requires reconstruction. Political wars that are designed against bad governance often have already designed governance system that are not themselves easy to implement because of lack of professionalism therefore calling for training as a response of capacity building based on the community’s problems.

## Talent Management in Post-Conflict Reconstruction

The management of talent in post-conflict reconstruction involves strategically placing those with higher than average abilities of performance to the most sensitive position. It is where talented individuals who demonstrate more than average talents are attracted to provide services are earmarked and empowered for permanent service in an agency. Talent management is a necessity in post-construction reconstruction for purpose of achieving both long term and short-term goals through aligning works with tasks that finds the skills and engagement getting the best out of the people. The process should be to aligned with the overall business plans and activities that benefit the work force. The management should consider employing those with higher abilities to work demonstrating uniquely higher abilities and professionalism. The management should focus on exclusive management. Placing attention on the contributions of individuals to the entity or organization not neglecting to building of a panel team of personnel of expertise or experience that will help in decision making. This team building should involve identification of those with higher skills and engage them in the most sensitive positions and provide them with necessary training and retention of those who positively contribute to the programme.

# Talent Leadership and Management in Peace Process

## Ethical Leadership in Peace Process

Wood (p.16,2014) defines ethical leadership as “the practice of inspiring others towards a desired outcome while exempli-fying an established standard for moral living”. It is the ethical quality of leaders that render them effective against intelligence, hardworking (industrious) and competence. The moral caliber of the members of a society is defined by the quality of life of that society. Ethical behavior refers to behavior that is profitable, legal and morally acceptable to the community or society. It includes behaviors of encouragement, honesty, and trustworthiness, Therefore, ethical leaders are natural peacebuilders, they emphasize fairness, justice and rights in their effort to foster peace. They seek for root causes that are more related to unethical demonstration of accepted societal behaviors. Addressing the root causes of conflict and promoting dialogue as a means of resolution.

Leadership becomes ethical when the leaders reach “the extent to which employees perceive the supervisor to be a personal role model with regard to dealing with ethical dilemmas and decision making” (Ogunfowora 2013, p. 1111). As noted by Treviño et al. (2000), an ethical leader acts as both a moral person and a moral manager, with both aspects theorized to promote followers to see ethical leaders as ethical role models (Weaver et al. 2005). It becomes difficult for leaders move followers towards realization of a vision if they are not ethical. This means they will not fulfill the mission of the organization if the leader is unethical. This ethical leadership involves ‘’the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and communication, reinforcement, and decision-making “Brown et al.2005, p.120). A reputable conduct is advantageous to the organization unlike bad conduct that breeds conflict and undermines the progress and growth of the organization. It is not marked by self-serving attitude but driven by integrity, transparency and social responsibility, to uplift the community deeply linked to promoting peace and sustainable development.

## Governance in Peace Process

Good governance is inseparably linked to ethical leadership governance in they all promote morality as basic for normative conduct appropriate for ethical leadership and good governance. Unethical leadership and bad governance both demonstrate bad practice of corruption just as both demonstrate integrity as moral quality as it reflects an indicator of good governance. Bad governance is the major cause of conflicts. Good governance promotes peace. Countries that experience peace and sustainable development are marked by good governance. Governance should strengthen mediation efforts which is advanced by good governance at micro and macro levels. Successful mediation is advanced by good governance, both at micro and macro levels. Bad governance rarely advances any peace mediation exemplied by undemocratic leaders who find the state of instability as an opportunity to engage in their agenda of looting the nation’s resources. Among the causes of conflicts as related to bad governance include the weakening of the fabrics of morality which is marked by lack of transparency, lack of accountability, inequality, corruption, policies that don’t favour the majority. Good governance is marked by participation, rule of law, transparency, responsiveness, consensus oriented, effectiveness, inclusiveness, efficiency and accountability. In good governance, decision-making and implementation of decisions are made to favour and benefit the public. Unlike bad governance whose decision making and their implementation of decisions do not favour nor benefit the public at large. Peace processes and agreements have not succeeded with parties returning to war because of the government lacks the traits of democracy and good governance. Good governance is key to peace when engaging in peace process.

According to Erb (2019),

The African mediators deployed to conduct mediation have been mostly leaders whose governance profile is lacking. Furthermore, these mediators are not professional experts in the field of governance, hence they have failed to understand the significance of good governance as an important factor during mediation, which is meant to sustain the implementation of the agreed-upon peace agreement, and the maintenance of stability and security in post-mediation phases.

Mediators should be selected from among leaders who demonstrate unquestionable levels of good governance. Good governance is key to political stability; therefore, they should apply the practice of good governance into the mediation effort enabling the mediator guide discussion of issues alongside the principles of good governance.

# Conclusion

Peace building is not isolated from human resource. It involves coordination with various aspects of leadership that considers the organization behavior, gender, diversity and inclusion. Capacity building is indispensable involving training of workers and the community on sustainable peace and development with placing highly capable people in positions that lead to realization of goals of the organization involved. Leadership should demonstrate high qualities of morality. Transparency, accountability, the rule of law, equality should be exercised as keys to good governance to prevent future conflicts. Bad governance is the major cause of conflicts in countries.

Peacebuilding, involves the coordination of human resource roles with leadership roles along efforts related to peace building with examination of leadership theories and models in peace building in conflict affected environments. Leadership in this context ought to be transformative geared towards paving way of sustainable peace and development especially in the third world countries including African countries that are underdeveloped.

 Many peace building efforts have failed because wrong theories of leadership were used by leaders resulting in repeated conflict affecting environments include the work place. Conflicts have erupted from the workplace due to bad governance especial in the public sector. Corruption and inequality all are intentional practices of bad governance that include deprivation of a certain population of people from accessing socio-economic services resulting in the poverty and undeserved death of certain community of people due to poverty, hunger and diseases.

Human resource should develop the strength to persevere through the disruptions of the environment fostering a conducive, peaceful, environments fit for work and the environments affected through open dialogue. Conflicts should be resolved not neglecting the participation of women (gender participation). Diversity in peace building values the importance of different ethnicities, cultures or identities as key to prevention of conflicts. Some conflicts are deeply rooted to ethnicity and culture. Inclusion calls for participation and the involvement of different stakeholders and civil society organizations playing their roles in peace building.

Capacity building is a response to developing competence and skills offered to areas emerging from conflicts. The response or intervention facilitates efforts towards sustainable peace, socio-economic and political development, reconstruction of socio-economic and political infrastructures. Training is key in capacity building enabling the skilling of the targeted beneficiaries. Capacity building that builds the destroyed system that is left by conflicts alongside talent management which involves placing talented individuals who demonstrate more excellent talents are attracted to provide services earmarked and empowered for permanent service in an agency. Therefore, the leadership must be ethical demonstrating moral qualities that are inseparable from good governance. Unethical leadership and bad governance both demonstrate bad practice of corruption just as all ae marked by lack of integrity a quality that has no moral quality unlike good governance.

# Bibliography

ACBF (2004) Reconstruction and Capacity Building in Post -Conflict Countries in Africa, Occasional Paper (3), Harare

Brown, et al. (2005) Ethical leadership: A social learning perspective for construct development and testing, Organizational Behavior and Human Decision Processes,97(2),2005, pp. 117-134, https://doi.org/10.1016/j.obhdp.2005.03.002.

Evelyn, Pauls (2023). Participatory Methods in Peacebuilding Work. Policy Brief. Berlin: Bergh of Foundation.

Glenn, Parker. (2009). Team Leadership: 20 Proven Tools for Success. HRD Press.

Han, Y., Abdullah, A., & Hwang, K. (2023). Transformational Leadership and Organizational Citizenship Behavior in Egypt: Roles of Organizational Commitment, Public Service Motivation, and Organizational Justice. Journal of Policy Studies, 38(4), 23–39. https://doi.org/10.52372/jps38403

Inger Skjelsboek, and Dan Smith (2001). Gender, Peace and Conflict. SAGE Publications Ltd, 2001.

Jing, Z., Jianshi, G., Jinlian, L., and Yao, T. (2017). A case study of the promoting

strategies for innovation contest within a company. Sci. Res. Manage. 38, 57–65.

doi: 10.19571/j.cnki.1000-2995.2017.11.007

Kim, S., Vaiman, V., & Sanders, K. (2022). Strategic human resource management in the era of environmental disruptions. Human Resource Management, 61(3), 283-293. DOI: 10.1002/hrm.22107

Kriek, Drikus. Team Leadership: Theories, Tools and Techniques. KR Publishing, 2019. EBSCOhost,search.ebscohost.com/login.aspx?direct=true&db=e000xna&AN=1944995&site=ehost-live.

Ngwane, George, (2003) Way forward for Africa: Toward democratic governance and interstate unity rooted in the continent’s history, culture, and in global realities. Colorado Springs, CO, International Academic Publishers

Nilsson, D., & Svensson, I. (2023). Pushing the doors open: Nonviolent action and inclusion in peace negotiations. Journal of Peace Research, 60(1), 58-72. https://doi.org/10.1177/00223433221141468

Sun, R., & Henderson, A. C. (2017). Transformational leadership and organizational processes: Influencing public performance. Public Administration Review, 77(4), 554–565. https://doi.org/10.1111/puar.12654