



Effective Leadership for Staff Performance in Educational Institutions: Analytical Approach

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Abstract

No doubt an effective leadership in any organization or institution is bound to yield a better outcome in service delivery among the employees. This assertion is valid based on the vital roles played by managers of various institutions and organizations. In the educational institution of all levels the managers/administrators are entrenched with vital roles such that the success or failure of the institution lies on their shoulders. In fact, succinctly put, the growth or success of any particular educational institution depend on the managerial ability of the administrator, vis-à-vis the failure of the institution. The above view translate that the educational managers are at the helm of affairs in the educational institutions steering the way the system should go. In line with this, their effective leadership affects the employees' service output. This study will be understood better employing the Transactional theory and its relevance to human motivation and job performance. In this is essential in this regard as it encourages the mangers/administrators the use the best pattern in managing the employees to achieve a better and maximum output in line with the organizational goals.

Keywords: Effective, Leadership, Attract, Better Service, Employees, Tertiary, Education, Institution.

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INTRODUCTION

In every organization and institutions of human endeavor, there are certain people at the helm of the affair. These are people mostly vested with power to making decisions in the organizational/institution. These people in an organization are addressed as leaders. They are so called because of their vital roles in the organization. In fact people look up to them for the smooth running of the organization. For this purpose it is expected that they must live up to expectation. Leaders must imbibe certain qualities that must not necessarily be innate but be acquired through learning that will make them spot out among others in a particular setting. Like Ololube (2013) stated; leaders should have experience, knowledge, commitment, patience and the skill to negotiate and work with others.

In the educational institutions, the administrator(s) are responsible for the day to day running of the school system. They control and make policies binding the school system, and it is expected that their rules must abide for the system to thrive. It is for this purpose that it become necessary that the administrator(s) should have and expert knowledge of the institution and be

abreast with the goals of the system. This will give them an edge over others, and will make them continue to be relevant and stand out in the school system.

However, the school administrators does not work in isolation, they need the cooperation of the employees of the institution who are made up of the academic and non-academic staff to achieve the set objectives of the institution.

The cordial relationship between the administrators and the employees in the education sector makes a smooth ground for breeding intellectuals in the society. This to an extent will combat the assertion by many that the product of education is a difficult area to attain. What is meant here is that a good understanding between the school administrators and the employees will result to a better educational system. And such cordial relationship will be established via good policies and incentives that will motivate efficiencies in the part of the employees. In educational institutions like any other organization, good policies and incentives play a vital role in motivating the employees put in their best in quality service delivery.

So, it is the position of this paper that an effective leadership roles in the education sector, mostly in the tertiary institutions well displayed by the leaders, will result to job enhancement of the employees of both sectors (academic and non-academic staff) putting in their best in optimum service delivery.

Conceptual Framework

The study will make an analytical study of the following concepts for a better understanding of the issues.

- Effective
- Leadership
- Motivation
- Tertiary Institutions

Effectives: Getting abreast with the concept of effectiveness in leadership becomes pertinent in our present age when technology is taking precedence. This means that leaders in various institutions should be up and doing in their responsibilities. It is believed that the effectiveness of the leaders will result to a better performance of the staff in that institution.

The concise definition of effectiveness like most concepts is difficult to come by. The reason is that scholars uses the term as it suites the occasion. The Wikipedia Encyclopedia (N.D.) tackled the concept from its etymological root. It stated that the origin of the word 'Effective' stems from the Latin, word 'Effectivus', which means creative, productive or effective. The Wikipedia clearly stated that the term emerged in the Middle East between 1300 and 1400AD. Base on the fore-going, we should understand the term, effective as a functional term. It is a term when put to use will create impact in the system. That is what it means when scholars posits that effectiveness is measured by its performance.

Ololube (2009) further opined that the concept of effectiveness is not one-dimensional but rather depends on the different working areas when combined. To him, effectiveness can be glaringly clear judging from its performance, what an institution have accomplished in relation to its set goals. A critical analysis of the argument of Ololube will leave us with no other option but to comprehend the concept as having to do with all angles involve in an organization. This means that to achieve effectiveness in an institution, both managers/administrators and the staff must exhibit efficiency in discharging their assigned duties. However, it is a popular opinion that an effective leadership have a greater impact in the staff performance.

From the above analyses, one should conclude by making the assertion that the state of effectiveness can be achieve when a particular task is carried out in an orderly manner, and in an expected way. The situation

become effective when it is carried out in the manner it ought to be done.

Leadership

Leadership roles are performed by leaders in an organization or institution. They are seen as the managers or the administrators of the institution. They carry out the day to day running of the institution. They make policies that will enhancing the image of the institution which gears towards achieving the set goals. The leaders are very important in any organization as they determine that prospect. Succinctly put; the processes of articulating the aims of the institution are on the shoulders of the leaders.

Leaders, as many have stated are not born but are made. This means that to assume the position of a leader one must consciously work on him/herself to fit in. Failure to do so will be counterproductive. A leader must imbibe certain qualities in him which many scholars has considered as relevant for leadership roles. Among others, a leader should be meek, self-discipline, applicative, appropriate, impartial, coordinating, forecasting, initiative, etc. above all these, the leader must be one with impeccable character. A leader's attitude in an organization speaks much of that very institution, people look up to him as a role-model. And as Mayo in Ololube (2013) rightly argued, when leaders exhibit good moral it enhances productivity. To him, good human relations borne out of self-discipline among leaders would create a healthy industrial climate, job satisfaction among staff, and greater operational efficiency.

It is unfortunate that many leaders today have loosed focus. Many are self-centered, minding only what will benefit them rather than the good of the organization. While others consent to political dictates rather than doing what is worthwhile. The result of this backdrop is seen in many organizations and institution found lagging. It is due to this loss of position that it is said that some leaders lack potentials. A situation like this can be likened to a barren woman; though is a woman but cannot produce a child. A leader should have potential in him. Potential according to Myles Munroe is an "unexposed ability, reserved power, untapped strength, hidden talent or power" (2013:37). A leader impregnated with these abilities is bound to do well in an organization. And as mentioned earlier in this paper, the leader among other qualities must be innovative. According Thompson (1969) innovation involves the generation, acceptance and the implementation of new ideas, processes, products, as well as services. This innovation processes according to Wilson cited in Agbim (2013) are categorized in three stages; idea conception, proposal, adoption and implementation. However, modern study extend this to four stages as; idea generation, proposal, adoption, and implementation.

The first stage is where the idea is born, then followed by making or drawing the proposal, then the adoption of the proposal and finally, the implementation. This according to Wilson stand as the modern order of innovation that is invoke. Along with this all-important factor is also the leadership style in an organization. These leadership stiles are as follows; transformational, democratic, autocratic, laiser faire, bureaucratic, servant, transactional, and situational leadership. Tomar (2019) affirm the above listed style and added, cross cultural, and charismatic as among the styles expressed by modern leaders in an organization.

The above styles simply exist to mean that a good application of a leadership strategy will result to a better working environment among the staff. It is in agreement to the assertion that the proponent of contingency theory insist that no single leadership style is appropriate in all situations. That success lies in the use of different variables, & leadership style (Ololube 2019).

The concept of motivation can be deduced relating to the teachers' or staff performance in a particular setting. It has to do with the inducement to act or quickened to act in a positive manner to bring about better results. To an organization, motivation, act as a catalyst to induce organizational goals. Most leaders use motivation to enhance production or efficiency in the organization. This makes motivation very essential in an organization or institution. Some writers have argued that the managerial process of direction is driven primarily by the process of motivation. The above assertion can be established employing Herzberg's Two-Factor Theory: Theory of motivation and Hygiene. This is a theory propounded by the American psychologist, Frederick Herzberg in 1959. The theory centered on the premise that two kinds of factors can be found in any workplace; one that creates job satisfaction and motivates employees, and the other that cause dissatisfaction and reduces the morale and drive of employees to work.

He argued that job satisfaction and dissatisfaction are not the opposite of each other, rather different independent and different ends. The absence of one is not the other, but lack of the other. This assertion or theory was established on the evidence that the reason for satisfaction or the causation for dissatisfaction was different things not opposite to one another as some have assumed. What this (two-factor theory) means is that, the principle that job satisfaction and dissatisfaction act independent to each other.

A particular factor can cause job satisfaction in one situation and cause dissatisfaction in another situation. These were classified by Herzberg in two broad categories, Hygiene factors and motivational factors.

No doubt, Herzberg's two-factor theory favors motivation as a strong instrument to induce optimum productivity and efficiency in service delivery in an organization. Other advantages of motivation in an organization are as follows, ensure organizational efficiency, ensures loyal workforce, and facilitates direction.

Despite the numerous positive outcomes emanating from the use of motivation in an organization, Sampson Quian has posited some negative effects of motivation that may be counterproductive to the organization. Among these as he posited are; it can create workplace conflict. This occurs when staff is not rewarded equally. It is capable igniting envy among workers and unnecessary rivalry that will impede the smooth running of the organization. Other negative effect devise by Quain is that, employees will focus solely on incentives. Meaning that, incentives will now become the primary factor in exhibiting their best in doing what they should do or carrying out their legitimate duties.

Tertiary Institutions

The tertiary institution comprises of the next level of education after the secondary school. The schools that make up the tertiary institutions in the Nigeria educational system are the, universities, Colleges of Education, Polytechnic, Schools of Nursing, School of Midwifery, and many others.

Learning are more concretized and specialized in these institutions. Again, professional courses are carried out in the tertiary institutions. Ololube (2013) posits that the vital components of the higher education include research, teaching, and learning. Most higher education (as we have in Nigeria) undertakes pre-degree, a pre-requisite for a higher degree, while others undertake degrees of various levels. According to Ololube (2013) in Nigeria, admission into tertiary institutions has been difficult due to lack of infrastructural facilities which is not so in the western nations. He assert that accessing higher education in most Western nations is not a difficult task as compared to Nigeria.

However, Fagbemi&Idoko in Ololube (2013) asserts that our tertiary institution is in a poor state. Not much is done to elevate their standard. Most of the higher education especially in Nigeria is bedeviled by numerous problems ranging from poor facilities, poor research programs, lack of incentives, and poor communication among staffs, obsolete infrastructural, poor funding, and many others. This problem has hampered the efficient performance of the tertiary institutions in most developing nations which the Nigeria society is not an exception. Consequently, the educational standard has adversely being affected as students and graduates performance cannot be compared with their counterparts in most Western world.

It should therefore be stated here that for us to get it right, our tertiary institutions must be revamped, else we will continue to take the second place in the scheme of things. The question that has remained unanswered is; how long do we continue to play the second place role? The solution will be to make a shift in our decision making process to prioritize education over other national matters. Indeed, if this is taken, the country will be heading to a higher developmental stride. After all it is said; education is the bedrock of any nation. “Build a good education system, and you have built a viable nation”.

Theoretical Framework

This study shall be anchored on the transactional or management theory.

The Transactional theory: This theory is also known by some as management theory put emphasis on achieving an organization through rewards and penalties. Writers have argued that leaders operating under this platform are responsible for maintaining routine by coordinating the staff performance and facilitating such performances where necessary. By doing this, they set the standard for staff performance level through which they can be judged.

The Transactional theory was first described by Max Weber in 1947, then by Bernard Bass in 1981 (Ololube, 2019). By this theory it is believed that the leader will achieve a better and optimum output by motivation which comes through a system of rewards and punishment. The leader’s use of these weapons of reward and punishment is to achieve the best for the organization. By this position, if the subordinate does what is expected of them, they will be rewarded, on the contrary, they will be punished for their failure in doing what is not worthy.

The choice of transaction or management theory for this work is justified for the need to create a high level efficiency in our tertiary institutions. When there is a corresponding reward made to staff putting in their best in service delivery in our tertiary scholars and conversely punishment for those not working as they ought to, there will be sanity in our educational institutions. Staff will through motivation work hard and efficiently in our tertiary institutions. This theory is also considered relevant to our tertiary institutions as it will check the excesses of the staffs’ behaviors that is becoming predominant in our educational institutions.

The Expected Roles of an effective Leader for enhancing staff performance:

Ololube (2019) outlined four roles which a leader in any given institution or organization must undertake as very fundamental. These according to him are; planning, organizing, directing, and controlling. He argued that most other functions can be found under these and insist that even though they seem to be different, yet they are

interconnected as none can be carried out without the other. It should be mentioned that these set roles tagged as fundamental to the administrator when adequately implemented is sure to achieve the goals of the institution.

In line with the basic functions mentioned above the following shall be discussed as pertinent to the leaders in the tertiary institutions;

➤ **He should function of a role model**

Scholars have made serious argument that to enhance staff performance in an institution, even in the tertiary educational institution, leaders should live an exemplary life. Leaders should play the part of role model to do what they expect the subordinates to do. They are expected to exhibit high level of honesty, competence, fairness, effectiveness and integrity. A leader with the above character will be respected and be highly esteemed. On the contrary, a leader of questionable character will be relegated by the subordinates. This assertion will not be far from the position of Ololube (2019:54) when he remarked that; “the quality of an organization is manifested in the values and character of the managers who govern it”. By this position, the administrator and various heads must live above board. They should not condescend to trivial issues that will negatively affect their reputations and affect the staff performance. Like Ololube suggested, “in situations where organization managers fail to protect positive values, subordinates will become burdened and demoralized as it is the situations in most Nigerian universities” (2019:54).

Indeed, the collapse of ethical values and lack of morals that have characterized most tertiary institutions of learning has been traced to the failure of the leader not living up to expectation. And as Albert Schweitzer (a philosopher and physician) once said, “Example is not the main thing in influencing others; it is the only thing” (University of San Diego, 2019).

The failure of values recorded in our tertiary institutions as we mentioned in some part of this work has been attributed to the leaders lagging in carrying out their roles. Indeed, it is observed that a lot of moral values or virtues are less practiced in our schools. People’s regard for honesty, integrity, respect for life, chastity, modesty, tolerance, truthfulness, self-discipline, honor, respect for elders, and other such virtue seems to have gone to oblivion. It is regrettably to entertain this anomaly because the educational institution is expected to be a reforming agent of man and the society for the better. This means that the leaders of our educational institutions have much to do in instilling morality or values in the system.

Olufemi cited in Onwuka & Onwuka (2011:19) took an explicit position stating that “the state and its leaders as development agents have had little influence except for its coercive effects on the lives of the vast majority”. Like Onwuka & Onwuka rightly pointed out, leadership requires selfless services, transparency and

accountability. Their ability to exhibit these traits in them will surely reinstate sanity in the school community. Morality and the good values that educational concept is known for will be reinstated. It is the opinion of Onwuka & Onwuka that it is the collapse of an effective leadership role that have resulted to the immorality and indiscipline among the students in the tertiary institutions; students almost going naked in the name of fashion or modernity, thereby aiding and abating sexual harassment in the school community.

To help reduce the negative scenario, leaders must live a moral life, for the subordinates to follow, as it is popularly said; “you can’t give what you don’t have”.

➤ **Educational Administrators/Leaders should create collaborative, inclusive learning Environment**

An atmosphere for collaborative and inclusive learning has been agued by most educators as a good strategy for enhancing academic excellence if employed by leaders and administrators. They insist that when both staff and students are given the opportunity to contribute to knowledge through an atmosphere of collaborative and inclusive learning created by the school authority, there will a better understanding between the leaders, the staff, and the students. Obviously, achieving this will boost the image of the institution and a step towards enhancing proficiency. Supporters of this vital role of the leaders consolidate their argument on the ground that every person has something to offer and can contribute to the upliftment of the learning community-the school. So creating such an atmosphere will give them the opportunity to exhibit that which is in them.

Spanbaucer in Sallis (2002) argued that an effective leaders in the educational institution will not only create a new educational environment that or make certain innovation in the institution but guide and assist others to develop a similar act or characteristics. To him it will mean encouraging shared responsibility and engender interactive working environment. To this extent Spanbaucer outlined the following leadership traits that will be taken to involve the teacher/staff improvement;

- Involve teachers and all staff in problem-solving activities using basic scientific methods.
- Ask them how they think about things and how projects can be handled rather than telling them how they will happen.
- Share as much management information as possible to help foster their commitment.
- Ask staff which systems and procedures are preventing them from delivery quality to their customers, students, parents, co-workers.
- Understand that the desire for meaningful improvement of teachers is not compatible with a top-down approach to management.

- Implement systematic and continued communication among everyone involved in the school.
- Develop skills in conflict resolution, problem solving and negotiation while displaying greater tolerance for and appreciation of conflict.
- Be helpful without having all the answers and without being condescending.
- Providing education in quality concepts and subjects such as team-building, process management, customer service, communication and leadership (2002:70-71).

An ideal leadership strategies tailored toward the above direction is sure to enhance the staff performance in the school community.

➤ **An effective leader should conduct periodic Meaningful Evaluations**

The concept of evaluation relates to the leaders’ assessment of either his performance or that of his subordinates. In the school system the administrator does not only evaluate his subordinates but also evaluate himself. According to Gbamanja (1991), evaluation stand as a process of finding out the extent of impact the learning have made on the individual in a particular period. This according to Ololube (2009) involves identifying the strengths and weaknesses of a plan that assist him in checking the validity of the basic hypotheses upon which the instructional program has been organized and developed. Sector, the evaluation process help the leader to know if the goals of the institution are being achieved, and other wise to strategize methods to face whatever lapses before him.

Derrick Meador (2019) commenting on the issue of evaluation revealed that it is the single most crucial aspect when improving teacher quality. The above positioned the concept of evaluation as an essential instrument to be used by the leader in the school system. To this extent, Derick advised that for evaluation yield the expected result, it should be thorough, and should be devised after a substantial number of observations that allow the teacher or leader time to see all that is taking place in the learning situation. This gives him a better footing to make the best evaluation needed for an authentic result.

Gbamanja, (1991) listed the following benefits of carrying out meaningful evaluation by the leader in the school environment; that evaluation assist the leader determine the effectiveness of educational programs, and assist in providing a basis from improving them.

It also help to clarify the school objectives, checking any which do not yield result could be modify, clarify or even removed from the curriculum evaluation also help to make the leaders see the progress of the system as well as the staff in the institution. Through proper evaluation process the leaders check the performances

of the staff in carrying out their assigned duties. Again, leaders employ the use of evaluative technique to know the strength of the staff. This is done using “the information on potential employees with reference to academic ability, attitude to work, moral character, personality and general comportment” (1991:135).

The above criteria not only help the leaders but create in the staff a higher level of consciousness and workmanship in the institution.

➤ **Education Managers should Establish an Ongoing/Open Communication**

Many educators have suggested that an effective leaders should make room for an open door policy is to give the staff and opportunity to air their views in the day-to-day administration of the institution. It is advisable to engage both teaching and non-teaching staff in on-going and dynamic dialogue, Derick (2019) posit. To him, this is essential for improving staff quality in the school system. When staffs are made to engage in meaningful discussions with the leaders, it creates sense of belonging in the institution. Besides, it gives them forum to clear whatever doubt an insinuations they might be having hither-fore.

Some schools of thoughts have argued that many leaders feel reluctant to exercise this function for fear of being criticized. On the contrary, an effective leader should not be scared of being criticized as long as it is carried out constructively; constructive criticisms will only add to their improvement and growth. And to the staff, an open communication with the administrators will enhance their performance in their jobs.

➤ **An Effective Administrator should provide the required Resources needed by the Staff**

The school administrators and heads should as a matter of importance provide the required and adequate resources to the staff to carry out their jobs effectively. It is obvious that the availability of these resources to the workers will make them do their work in an orderly manner assigned to them. It is on record that much is left undone in our tertiary institutions due to scarce resources and the lack of concern attitude of some leaders.

Many have argued, attributing the inability to provide resources to lack of fund. While others are of the view that most fund are being mismanaged. This seems to be a two-sided coin! Whichever way we may look at it, it should be understood that the availability of educational resources to the staff; teaching and non-teaching will go a long way in enhancing their performance in the institution. And as Derrick (2019) suggested; “in the age of the internet, there are more tools available to teachers than ever before” for this reason, as spotted by Derrick, the teacher is faced by myriad of challenges which can be solved when the required resources is made available to him to optimize his jobs. It should be mentioned here that the provision

of resources is not limited to the leaders alone in the school environment. Harrison & Killion (2007) suggested that resources can also move from one teacher to another by way of assisting him or her. They posits that “Teacher help their colleagues by sharing instructional resources. These might include websites, instructional materials, readings or other resources...books, lesson or unit plan, and assessment tools”. Again teachers can improvise materials, but the bottom line is that the leaders must create a conducive environment to induce the staff to do the needful. This become necessary due to the teaching resources occupy in the learning process, as many have agreed that the importance of teaching resources cannot be underestimated. It is so vital that the teacher can do nothing without it. So, be that as it may the leader should as a matter of priority make available the necessary resources needed to enhance teaching/learning process.

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CONCLUSION

In conclusion, the paper has in a nut-shell discussed the impact of an effective leadership in enhancing the performance of the staff, both academic and the non-academic staff for an optimal performance of their duties in an organization. It was deduced that to achieve an optimum output in service delivery, the leader(s) should harness the following; taking the part of a role model, he should also create a collaborative and inclusive learning environment. The leader as a matter of importance should conduct periodic meaningful evaluation of his conducts and activities, and that of the staff. In doing this, he should create an on-going/open communication with the staff. Such rapport established will go a long way in giving the staff sense of belonging in the system. Again it was stated that the leader should make available the necessary resources vital to the staff. He should lead in innovation if the system must succeed.

The position of Dewey (1916) is pertinent in this case, when he advised that if we aim education to perform optimally, and achieve the desired goals set before it, then we should position ourselves to the responsibilities required of it; in carrying out the vital activities involved in its process.

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