

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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IMPACT OF LEADERSHIP ON PERFORMANCE: IN CONTEXT OF SCHOOL LEADERSHIP

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ABSTRACT

The purpose of this study is to evaluate the impact on performance in school education due to sudden change in leadership (Principal). The data has been gathered through questionnaire, ten factors of school performance have been justified in literature review and same were taken in the questionnaire as well. Population sample is 4 provinces of Pakistan and federal area. Our sample is teachers, principals and administrative staff from Pakistan. We have selected 500 teachers, 50 Principals and 50 Administrative staff for our study. Findings of this study is that, school leader ship has multiple impact on the performance of school, without leadership school is direction less. In conclusion a need arises that there should be a process (succession planning) in the system, so that impact on performance due to sudden change in the performance should be minimized. Our research have some limitations as well, which are that only ten factors have been considered as school performance which could be increased in future. Through analyzing private education in different provinces, which is substantially different in their relative emphasis on quality of education.

KEYWORDS

School leadership; succession planning; performance; Principal's Role; Education.

INTRODUCTION

Education leadership is very important factor to achieve those desired objectives of quality education (Oduro, Dachi, & Fertig, 2008; OECD, 2008) which is ignored in third world countries (Cogan, 1982; Zawail, 2002). In developed countries Principals are being treated as a leader of institution (Usdan, McCloud, & Podmostko, 2000; Fullan, 2002; Gosmire & Grady, 2007; Mendel, 2012) as it is treated in different corporate setups in western countries (Richardson, 1995; Lombardi, 2000) and this position is planned strategically (Fairholm, 2009; Hanna, 2003; Mittenthal, 2002). Institutions without vision and leadership in developing countries are very common, that's why they are unable to bring effective changes in these countries (Iqbal & Iqbal, 2011). Developing countries are also facing lack of human capital for their development (Makasa; Miyamoto, 2003; United nations, 2005) which results that key employees normally switch one organization to another, which creates serious imbalances for the organization and other bodies in those countries (Aberra, 2007; Masri, 2009).

Pakistan is in intermediate level in education sector. More and more new institutions are coming in this sector and providing or try to provide quality education to respective pupils. Political intervention and corruption also restrict educational institutions not to make progress and increase their performance. Transfers, Recruitment, nepotism and posting have effects this sector drastically. Cheating in examinations is also another phenomenon in this sector.

A leader provides a direction for the organization and without leader organization is just like a ship in the sea without knowing where it is going. Vision of a leader and vision of his organization moves in the same direction. His priorities, interpersonal skills, technical skills, strategic thinking, management skills, relationship with internal environment, relationships with external players and environment and approach toward the goals and objectives of the organization all are representing the optimum utilization of organization's resources. He builds a liaison between different departments of the organization, he knows how he should deal with different employees and for smooth running of operations he has to match the companies' objectives and employees' benefits. All these factors of the leader let him to work for the achievement of vision of the organization. Simple question in this regard are that; what will happen if a leader leaves the door and never came back? What will happen with the company in case of death of a leader? Whether company has also to die with the leader? This study will give an evidence that how leadership continuity is necessary for organization's smooth operations and how organization will response in case of any change in the leadership or any other key position. In the same way in education sector leader is the Principal and without its direction and vision any education institution cannot complete its voyage. If we build the same scenario in any educational institution then, how such questions can be answered, this would be the important for us to answer in this study. There should be a proper planning in the organization, so that due to any uncertain leadership change, reaction can be controlled.

STATEMENT OF PROBLEM

To know the impact of leadership on performance in the context of school education in Pakistan (Jacobson, 2011)

OBJECTIVES

- To know the role of leadership in educational institutions?
- How leadership change will effect the performance of the organization in context of educational leadership?

This study is important for education sector in developing countries like Pakistan, India, Bangladesh and other African countries. Where there is a need of educational leadership to increase the quality of education. As there is a lack of skill full and experienced educational leader, though they can switch their organization with minimum additional benefits. This study will help them to plan proactively in case of any future leadership replacement. In the same way this study is also helpful for organization, so that they can develop a mechanism in their organization that, successful leaders can transfer their expertise for future leaders. In addition to this, study findings of this study also helpful for organization and specifically for schools that they can continue to work for their vision, in case of leader leaves the organization. Today most institutions are focusing on manager ship rather than leadership.

This study also helpful to enhance leadership skills and to create a benchmark for future as per changing environment. Study will also give an idea about the technology skills prevailing with the employees and the training which employees need in future. The study will create a pool of potential candidates in the organization, which is helpful for the organization in terms of knowledge management. And finally this study will also evaluate the current structure of the organization, and how it fit between organization's grand strategy.

REVIEW OF LITERATURE

Categorization of leadership theories which is developed by Bolden, Gosling, Marturano, & Dennison in (2003), which is given as under:

TABLE 1

Great Man Theories	Based on the perception that leaders are born with innate qualities, destined to lead and are exceptional people.
Trait Theories	Based on the positive human attributes and qualities which are necessary for leadership.
Behaviorist Theories	In these theories different patterns of behaviour are observed and categorized as 'styles of leadership'.
Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised.
Contingency Theories	After extending the situational leadership theories these theories focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances.
Transactional Theories	Under this approach leader promotes compliance of his followers through both rewards and punishments
Transformational Theories	Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals

Effective leadership can lead the whole humanity on earth; it can help the nations through times of peril. In corporate world it enables the organization to achieve their missions and even in family parents are leading their children for productivity in their life. Without decision making it is difficult for the nation to make progress, when we vote for our leaders, we are fully aware the importance of the leadership, and their visions which they presented during the election campaigns. Organizations cannot achieve their vision, timely, complete, correct decision and implementation of decisions is very difficult for the organizations. Leaders are basically influencing the behavior of the followers in various ways, for change the course of event, to implement change and to overcome resistance for change. Investors are also fully aware the fact that good leader can make best business plan, however a bad leader can ruin the existing status of the business (Mills, 2006). The significance of leadership cannot be ignored while achieving quality in the management (Saraph, Benson and Schroeder, 1989; Anderson, Rungtusanatham, and Schroeder, 1994).

Vision and leader has very close relationship with one another, where there is a leader in any context, he also have a vision for the accomplishment of specific objectives. Leaders always have thinking in their mind for the future, where he will lead his followers, which is basically a vision, so we can say that leadership without any vision is not possible, vision basically provides direction to the leadership. There are as many definitions of leadership available in the literature as there are leaders in the history, and as many leadership models are available in books as leadership authors. Leadership definition is just a statement which accommodates the values, attitudes and core beliefs of a person. According to Fred Kofman in (2006) "Leadership is a process by which a person sets a purpose for others to follow and motivates them to pursue it with effectiveness and full commitment". This definition gives the leader some characteristics that, leader has a vision, he can motivate and pursue, and he can bring effectiveness and commitment for the followers. Leadership is just to influence other to achieve goals and objectives (Maxwell, 2006). Another approach to understand the role of leader in any context is that "if the organization is a ship then the leader is not the captain, nor the navigator but rather the designer of that ship". This definition is of the view, that leader is not the person who is just giving orders by his authority or vision, but leader is a person who influences the whole environment in a positive direction. While talking in a corporate environment Jim Collins in (2001) has given some characteristics of leader in organization. As per his definition leader is a person, who maintains persistence, attracts dedicated people, influence people for the accomplishment of goals, overcome obstacles, and lead the company in rainy days. In above four definition different factors have been noted – leadership as influencing factor, leadership as an activity, leadership as design, and leadership as a process so it is clear that there is no general definition of leader which can encapsulate all dimensions of leadership. Leadership is defined by the behaviours, qualities and traits of a leader. Vision, determination and emotional intelligence are the qualities which distinguishes the leader from followers. However, emotional intelligence includes self-awareness, self-regulation, Motivation, empathy and social skills (Daniel, 1998).

Specifically speaking the role of school leader is quite much different from the role of different organization but overall perspective of the leadership is same that leader have to achieve goals and objectives of the organization. CPA Australia in 2002 has given key attributes and competencies of the principal, which are as under:

- Principal should have school leadership skills.
- Principal should be a strategic thinker.
- Sound ethics and values for Principal is also necessary
- Principal must have the capacity of decision making, so that he can make right decision at right time.
- Leaders who don't have knowledge about the industry is not effective, so principal should have knowledge for the education industry.
- Principal have to interact with teachers and principals so their communication skills should be sound enough.
- Level of intelligence of principal should be ample as per his profession.
- He should have relevant experience of this field.
- Principal should have leadership qualities to lead others.
- Lack of co-ordination and team building skills may also effect the leader's caliber.
- Their must be personal chemistry of the individual with the board.

Schools have also to decide about the compensation package of the Principals; hence it is a great challenge for schools to decide upon the fair compensation package for the school leaders. Financial package should be affordable for the school and acceptable for the principal, and it should be aligned with the goals and objectives of the school, which are to achieve prosperity and productivity for all the stakeholders (Corban, 2002). Leadership should be compensated accordingly, so that a sense of ownership can be embodied in the culture of a school.

Above strategies are contributing the performance of any organization, so it is very necessary that there is a need of proper school leadership which guide its followers (AISQ Briefing, 2003). Obama administration has introduced many education reforms in education sector and investment in the development of principals is on of its top priorities. The administration has acknowledged that school leadership is directly involved for quality of education and federal government has ignored this area of school reforms in the past, by announcing budget of tens of billions dollars and considered this amount as peanuts into principal leadership. All these performs are considered important and its fruit only came out "only if we have great principals in our schools" a government official said. During the panel discussion on leadership, innovation and Change, New York City school chancellor Klein said "If you don't solve the school leadership problem, you cannot solve the teaching problem". Obama administration is the ruling party in the US, is giving much importance to principal leadership, because principal leadership is playing a key role in the quality of education of a country (Wallace Foundation, 2009). The vision should be such which is acceptable to all the members of the school and communication and collaboration of the vision is also important, principal should act as promoter and chief investigator the implementation of the vision. The Principal must lead actively, in order to validate the creditability of the performance, so that it can remain with vital importance (Weiss, 1995). While relating the vision with the environment of the class room, role of instructional leadership by the principal cannot be ignored because teachers are only backed by the narrow part of the performance.

Board of Loss Angeles schools has defined School Performance Framework (SPF) to evaluate the performance of the school, in which the overall goal of the system is to maximize the performance of the students. Further training of teachers and other school leaders is also necessary to remain in the Performance Framework. Involvement of parents in school has a positive effect on the achievement of the child. In absolute words, a school have to spend \$1000 more per child in order to achieve same results, which can be achieved through involvement of the parents. Parents are also interested in the performance of their child, so it has a multiple effect on the performance of the child, and the ultimate effect would be on the performance of the schools (Andrew and Conway, 2008). Another study giving the role of parents is that, parents should be aware that homework checking, attending PTMs is very important. Family social capital and school social capital, both are contributing towards the performance of the student. Bonds between parents and children like trust, open communication and

active engagement with academic life of child is family social capital. School social capital is learning environment of school, teacher's morale dealings of teacher with that particular individual. Researchers found that student having high family social capital and low school social capital are performing better than the students which have high school social capital and low family social capital (Mikaela, Toby and Kelly, 2012). School discipline is also another factor which have contributed towards the performance of the school. Student which are active in discipline cases have low grades in the school and ultimate school role in such situation is a key to overcome, because it has an ultimate impact on the performance of the school (David, Milne, Baker and Ginsburg, 1987). Evaluation policies of the teachers and principals is very important for the performance of the institutions. While hiring a new principal it is also important to see that how effective the new evaluation system is, for the school. Evaluation system has a positive impact on the professional growth of the pupils and is beneficial to assess the strength and weaknesses of the staff members and the students as well (Laura, 2012). An effective school leader's job is to utilize the financial, human and physical resources of the school in an optimum way. Planning and strategic thinking, alignment of resources with desired outcomes are the skills which are required to achieve the vision and goals of the schools. As if there is change in the leadership, school has also sacrifice all his intellectual abilities to develop and implement strategies. Although, development and implementation of the strategies have also key role in the performance of the school (Methew, 2007). Changes in schedules will result in high achievement of the student and the ultimate effect goes to the better performance of the institution (Wahlstrom, 2002). Evidence is there that if we increase the autonomy of the educational institutions in terms of hiring and firing of teacher's student discipline then school is in better way to utilize the local information, this has the potential to yield better educational outcomes. This can only be achieved through empowerment of principals and teachers by the higher management, the study has been conducted in Flemish school system Belgium and is achieving result practically. Our point in this study is that hiring, firing, school discipline and accounting the local priorities will also contribute towards the performance of the school (Jen, Marijin, Glenn and Koen, 2010). Relationships with district bodies or other groups in the community can energize the institutions by utilizing from diverse talent and skills. Empowerment of staff as per local requirement also predicts the impact of external relation on the performance of the school. External relationships will also improve the teaching techniques and develop new capacities as per changing needs of the region, especially in case of imported institutions (Robert and Claire, 2003). Institutes are achieving new models and procedures of educational leadership by facilitating new knowledge and skills through training and development. New framework to achieve new trends and demands has been developed, in which growth oriented training and development is the key component of this framework (Mohamad). Different nations are reforming their education systems, curriculum assessment in order to cope the change in education sector. Demands for teachers and principals is going high, so that they would be well-versed in subject, their teaching techniques, and administration skills in order to optimize learning. Strategies such as personalize feedback, guided discovery, whole teachings and should have deep understanding how learning happens. In other words teachers need to be able to work with collaboration with other staff members, to be in the network of professional communities, strong skills of technology and effective use of technology is necessary to increase their performance. Training and development is a very important factor to cope these changes, only then teachers can optimize the use of digital resources and information management systems. Another issue is the demand and supply of qualified teachers for schools, many school hires fresh graduates and train them as per their requirement. Hence high quality of developmental strategies are necessary to meet the demand of qualified teachers of diverse students, use of technology(OECD, 2012). Performance of any organization directly related to the development and motivation level of its staff members. The primary responsibility of the HR department in the school is to maximize the human resources, human resource function is the primary responsibility of all personnel's of the education system. School is a social system its expectation and individuals' personal need disposition will directly influence the behavior of individuals. The performance of each staff members is directly or indirectly contributing towards the performance of the institution. Every institutions have financial resources it is the Human resource which makes difference.

RESEARCH METHODOLOGY

TABLE 2

Description	Used in this study
Type and Selection Method	Applied
Method of contact	Through questionnaire
Sponsorship	Air Foundation School System
Incentives provided to participants	None
Number of sampling frame	500 (400 teachers, 50 Admins, 50 Principals)
Response rate	68% (71% teachers, 30% Admins, 80% Principals)
Sector from which the sample drawn	Education sector
Company characteristics	Independent education system
Geographic scope	Islamabad, Punjab, Sindh, KPK and Gilgit Baluchistan
Job responsibilities of the sample	400 (Teachers), 50 (Admin), 50(Principals)
Age of respondents	18 to 60 years
Gender of respondents	Mixed
Experience of respondents	1 year to 30 years

Here in this study population schools (institutions which are operating up to matric in school chains) in Pakistan's education sector. This study is targeting institutions which are registered with school systems and are operating in three provinces (Sindh, Punjab and KPK) and capital of Pakistan, Islamabad. Administration staff from different institutions which are linked through and education system.. A questionnaire has been developed to get their opinion about the subject matter and their role. They are selected because they are directly contributing towards the vision of school. Any group of such staff can play a vital role towards the achievement of vision. In this study research questionnaire is developed to collect the data to achieve the objectives of our research. This study is targeting the whole country (except Baluchistan province) so it is easy for us to collect data through questionnaire, then a large population throughout Pakistan has been targeted, which is only possible through questionnaire.

HYPOTHESIS

H0: When a leader leaves the school there would be no effect on its performance.

H1: There is a great impact on the performance of the school if there is a sudden change in leadership.

As per details given in table 1 this study has discussed such situation when the Principal in school leave the organization. The structure and the factors of the questionnaire which are taken is as follows:

TABLE 3

S#	Theme of question	Weightage given
	Student progress	10%
	Communication with parents	10%
	Discipline	10%
	Evaluation criteria	10%
	Development and implementation	10%
	School schedules	10%
	Recruitment	10%
	External communication	10%
	Staff development	10%
	Performance of staff	10%

DISCUSSION

Reliability is the extent to which any questionnaire gives the same results, if it is used in different trials or consistency of outputs over time (Miller,). Cronbach's alpha is a tool to test the reliability of the data (Brown, 1997). Table 1 shows the results of cronbach's alpha as 0.860, which are clearly acceptable.

TABLE 4

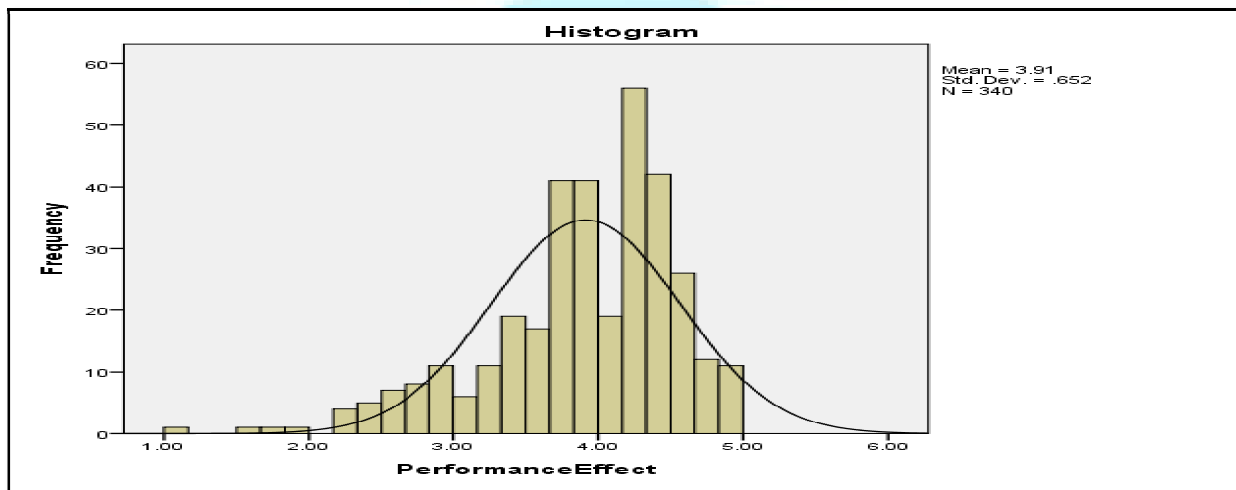
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.862	10

Following are the descriptive statistics of the data, mean value is 3.91 which depicts that average response of the population sample is almost 4 on 5 point likert scale. Mean value tells us when a leader leave the organization it effect, this also rejects our null hypothesis. Then value of standard deviation is .65 which states that data is normally distributed and 2/3 responses are lies between 3.3 to 4.6, clearly rejects our H0.

TABLE 5

Statistics	
N Valid	340
Missing	1
Mean	3.9145
Std. Deviation	.65212
Range	4.00
Minimum	1.00
Maximum	5.00

FIGURE 1

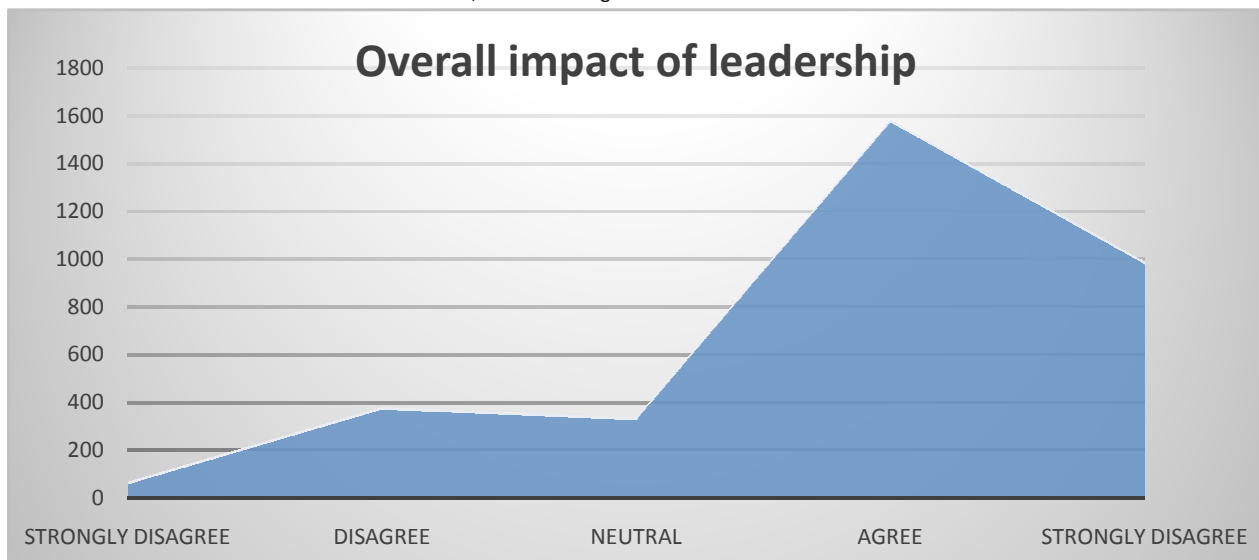


In table 4 frequency of the responses on 5 point likert scale and its percentage has been taken. As in table 1 different factors are given which are taken in the study, all factors are effected due to change in the leadership to positive direction. If we take those responses in which respondents are either "agree" or "strongly agree" then we can say that, from our sample 75% of the respondents are agree/strongly agree that change in leadership will effect student progress. Then 84% are agree that due to change in leadership, there will be effect on the performance of staff. Effect on all factors is above 50% and lies between 54% to 84%, these results are also rejecting our null hypothesis.

TABLE 6

LOA	1		2		3		4		5		6		7		8		9		10	
Strongly disagree	18	5%	8	2%	6	2%	10	3%	4	1%	10	3%	4	1%	2	1%	2	1%	2	1%
Disagree	27	8%	26	8%	34	10%	46	14%	26	8%	94	28%	26	8%	46	14%	25	7%	29	9%
Neutral	39	12%	30	9%	30	9%	30	9%	24	7%	35	10%	42	13%	43	13%	39	12%	23	7%
Agree	156	46%	167	50%	133	40%	157	47%	161	49%	129	39%	172	52%	174	52%	194	58%	138	41%
Strongly disagree	97	29%	106	31%	132	39%	92	27%	116	35%	67	20%	87	26%	71	21%	75	22%	144	43%
Total	337	100%	337	100%	335	100%	335	100%	331	100%	335	100%	331	100%	336	100%	335	100%	336	100%

When we analyze the graphical representation of the data then we came to a conclusion that major area is dealt on the responses which are agreed that there will be an effect when a successful leader leaves the school, as shown in figure 2 below.



FINDINGS

As in our discussion we have rejected our null hypothesis that there would be no effect when a successful leader leaves the school. So, alternate hypothesis will be accepted which is that there is an effect on the performance of the school. This study has taken 10 different factors for the purpose of research, on the basis of research our findings are that, when a successful leader leaves the school student progress will be greatly effected in a negative way. Then parents are very conscious about the studies of their child, timely information to the parents about studies matters a lot for the repo of the school. Our study also proves that quitting of leader will also effect this aspect of the performance. Then discipline acts as a lubricant in the education sector, to stream line the learning structure of the school. Our findings also supports that when a leader quits it will also effect the discipline of the school. There are some general criteria's, which are applicable throughout the education system i.e. examination marks. But while we discuss their evaluation this may also change from school to school. Some schools give high weightage to class participation, however others are giving toward annual examination, our study also finds that evaluation criteria will be effected by leader. Principals have to develop different short and long term strategies to achieve goals of their institution, this will also be effected in a situation when a successful leaders leaves the institution. As per findings of our study, this situation will have least effect on schedule of school, but still it is acceptable which is 59 percent. Then other important factors like, hiring and firing approach of the staff, relationship will community and other institution operating in the same jurisdiction, training and development and performance of the staff members are greatly effected in such situation.

CONCLUSION

The review of the literature and findings indicate that the management of the schools have to account for the leader for the better performance of the school. Our findings support that leader is a very key position in the school and have a drastic impact on the performance of the schools. Management have to make sure that the continuity in the service of leader must be given high importance, otherwise overall strategic performance the school will be effected in a negative way. But here another question arises that with all efforts we can minimize the chances that a principal can leave the institution, but some chances are still there, which can be accounted for the future research.

FUTURE RESEARCH AND LIMITATIONS

These chances can be overcome through succession planning in the schools. Future research could be conducted by accounting for the succession planning. This study has been conducted with the sample which is linked with a system, this could be a limitation of the study. Research from independent institutions or public sector institution is also a direction for future research. The study also limits upto ten different factors of performance, there are still many more which are important for performance of the school. Researchers can also include these factors for their future studies.

ACKNOWLEDGEMENT

First of all we would like to say thanks to Allah who made all things possible. Then we would like to acknowledge and extend our heartfelt gratitude to all other faculty members and Staff from Iqra University - Islamabad. We are also thank full to Mr. Abdul WaheedBurdi and Com (R) Shah Salim who assist us in the collection of data for this study and to my friend. Mr. SulemanSabir for his constant reminders and much needed motivation and finally our family members that have encouraged, support and assist us in completing this Study.

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