



# Impact of Educational Leadership Styles on Academic Performance Management in Pakistan

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## Abstract

This study was once undertaken to perceive and describe the have an effect on of leadership behavior of educational leaders (both relation-oriented and task-oriented) along with demographics on institutional performance for the fulfillment of desires of education as envisaged in countrywide documents. Strategic leadership, is an capability by way of the leader to anticipate, prepare and position for the future; It has additionally been found to be the leaders capacity to anticipate, create a vision, empower others and exercise flexibility, to create a strategic and conceivable future of the organization. Leaders who are strategic leaders formulate the goals and techniques for the organization. They do this by means of creating buildings and methods that impact the current and future overall performance of the organization. They are experienced, senior leaders that are educated and have the potential to create a vision and execute plans and make widespread choices in the dynamic environment. This study sought to look at the have an effect on of strategic leadership fashion on academic performance of National Schools in Pakistan. The study encouraged that the country wide schools emphasize the position of approach management styles with view of enhancing on the educational performance of their schools. However method leadership patterns variables on my own cannot have an effect on the tutorial overall performance of their schools as strategy management styles have been observed now not to have a massive have an effect on the educational overall performance with a P fee of 0.307. This used to be largely attributed to the fact that the national schools have a set insurance policies and procedures in which leaders are required to adopt hence little variances in phrases of management styles in a number colleges and management styles for an character is consequently not a key determinant of tutorial performance in countrywide schools.

**Keywords: Impact, Academic, Performance Management, Institutional, Educational, and Leadership Styles**

## ➤ Introduction

Educational leaders possess a pivotal function in institutions and the importance of their function cannot be over looked. The job of educational leaders involve amongst different things, the provision of management for staff, coordinating each human and material sources to make sure the fulfillment of organizational goals. In an company the educational chief as an administrator influences his subordinates to obtain the dreams and targets of the institution. Hence the administrators must recreation to influence the behavior of subordinates in order to attain the aim of the institution.

In current times, education stakeholders have expressed their worried over the bad performance of students in the school certificates examination. Some blamed the college administrators (principals) and the instructors while some blamed the students themselves and the parents. Whoever to be blamed, the reality remains that, the college and its organizational administration has correlation with the tutorial success of the students. Leith (2004). The school major who is the supervisor has a lot of roles to play in the academic achievement of the students. Ruth et all (1979) Wekessa (1997) Olagboye (2004) cited that to enhance student's performance, principals or managers are required first to improve the management of the schools. This can be performed if the main set a clear imaginative and prescient for the schools, exhibit educational leadership, and additionally allow for crew spirit in the school. Lack of imaginative and prescient in the management of faculty frequently lead to imbalance in the allocation of and use of resources and this is why Ayot and Briggs (1992) cited that educational fulfillment of students depends on fine leadership. The most important is the chief government of the school. He has some administrative duties to function such as supervision of academic packages in the school, management of faculty personnel, management of faculty finance, preservation of pupil welfare offerings and institution of proper neighborhood relations. His or her failure to function these tasks effectively and efficiently will have an effect on the tone of the faculty and fulfillment of tutorial goals.

Academic performance is principal subject vicinity in instructional delivery in Pakistan. Stakeholders like parents, teachers, students, coverage makers and society as a entire are anxious to see rookies excel in their educational work. Even barring the imperative framework and resources, all of us nonetheless expects that standard of overall performance be excessive at all times, and for poor educational performance, the Head of the college is mainly held responsible. Education is a critical strategy for the development of society (NSUBUGA, 2008). This method requires cautious planning at each and every stage of its improvement particularly in the improvement of the human capital. (NSUBUGA, 2008) discovered that human sources decide the pace of financial and social improvement via the major mechanism of formal education.

## ➤ Problem Statement

The dwindling overall performance of students of secondary schools in Pakistan senior secondary certificate examinations in core challenge of the faculty curriculum such as English, Mathematics and Sciences has been an important challenge to stake holders in training (Ministry of Education, 2010). Poor performance of students in senior secondary faculty examination has continued no matter the truth secondary faculties are assumed to have successful college students from main colleges and also

educated and qualified principals. The motives for negative overall performance can't be without problems discerned besides targeted investigation. This implies that tons work is being predicted to be carried out with the aid of instructors and principals in order to improve the level of students' academic performance in secondary schools. This study consequently aimed at focusing on the have an impact on of management and administration on the academic performance of secondary schools, the usage of Akoko South-West LGA as a case study.

### ➤ Objectives of the Study

The goals of the study are to:

1. To identify and describe the behavior, demographic attributes and institutional performance of academic leaders perceived through their own teaching subordinate staff.
2. To explore the relationship of leadership conduct (both relation-oriented and task-oriented) and demographics (attributes and situational factors), on institutional performance, of instructional leaders.
3. To find out effect of academic leadership behavior (both relation-oriented and task-oriented) and demographics (attributes and situational factors) on institutional performance.
4. Apprise academic policy makers, planners and choices makers with the findings of the lookup for better future planning.

### ➤ Literature Review

This literature review was designed to provide a review of leadership in general leadership theories and styles leadership and management origins of leadership educational leadership styles in schools and conclusion Studies on the results of management patterns on overall performance of college students in KCSE each with the aid of Okoth (2000) and Kimacia (2007) determined out that head teachers rated as being democratic had excessive imply overall performance index than autocratic head teachers. Though Huka (2003), Muli (2005) and Wangui (2007) all proven that management style influenced scholar KCSE performance, they referred to that autocratic head teachers had higher imply ratings in KCSE than their democratic counterparts. In more radical findings, Njuguna (1998) stated that there is no substantial relationship between management patterns and students' KCSE performance. This learn about is therefore fundamental to in addition check out factors of non-consensus on leadership patterns and student performance in the Pakistan Certificate of Secondary Education examination.

### ❖ Strategic Leadership Theory

The skills of a strategic chief can be labeled into two; in relation to the corporation and individual abilities. A conclusively afore mentioned, a strategic leadership the leader has to make selections in relation to the future taking consideration of the present and the possibly future. He has to make certain that the strategies adopted allow for the dynamism of the anticipated market environment. To be in a position to undertake this function the leader ought to recognize the relationship between his capacity and the price creation. Davies (2004) argues the key to that strategic focal point is the fine of the strategic leadership in the school. Such a leader must have the organizational potential to be strategically orientated; able to translate strategy into action; can align human beings and companies toward a goal; is able to determine effective strategic intervention points; and develops strategic competencies. According to Ireland and Hitt (2002) there is a exact relationship among the leadership's characteristics, an

organization's strategies, and its performance. When the board of directors/ governors and the leadership in the institution are involved in shaping an organization's direction, the business enterprise usually improves its overall performance. Indispensable issue of strategic leadership and organizational performance, is the potential of management to manage and utilize the organization's useful resource portfolio. This includes integrating resources to create competencies and leveraging those competencies through techniques to build aggressive benefits and excessive performance.

#### ❖ **Criteria of effective Strategic Leadership**

The search for strategic leadership abilities has been a continual process. In the early Eighties there used to be the feel that management had been exhaustively explored on the other hand some researchers felt that there was once greater to be explored leading to a fruits factor that led to studies on transformation, visionary leadership, organizational change, charismatic management and thereafter strategic leadership. During this section the talents that had been recognized for strategic leadership had been vast. Steve Covey states that strategic leaders have primary functions; direction finding, aligning and empowering (Wong, Gerras, Kidd, Pricone, & Swengros, 2003; Hayat, Hussain, & Sardar; Weiss, 2006). Kim Boal and Robert Hooijberg distill the essence of strategic management to three factors effective strategic leaders need to create and maintain absorptive and adaptive capacity in addition to obtaining managerial wisdom (Wong L. et al., 2003; Compton, 2008; Dursema, 2013). According to the Army Leadership the Army's doctrinal leadership manual there are 41 potential addressing the direct, organizational and strategic degrees (Wong L. et al., 2003; (Head Quarters Department of the Army, 2015). A assessment of the unique literature and other literature details considerable array of competencies of strategic leadership. Part of the difficulty encountered with the aid of everybody wanting to alter leader improvement or training efforts is the huge array of talents in the literature (Wong et al., 2003).

#### ➤ **Theoretical Framework**

The theoretical framework for this find out about is primarily based on a mediated-effects model of high-quality colleges as discussed by way of Hallinger and Heck (1998). This mediated-effects model presents a extra complex representation of administrator results within schools than does a easy direct consequences or moderated effects approach. It is stated that antecedent variables can have an vital causal have an effect on that impact favored results such as scholar achievement. However, the center of attention of this find out about is to take a look at the relationship between the leadership practices of the most important and college and lecture room variables, specifically school learning environment and trainer satisfaction.

In this model, the variable of the principal's position is assumed to be each a established and an impartial component (Hallinger & Heck, 1998). As a dependent factor, the predominant is challenge to the have an effect on of exterior antecedent elements such as socioeconomic status, or prevailing external environment conditions such as technological change. As an unbiased variable, the predominant is regarded to be the agent of change, influencing at once the actions of teachers, the mastering stipulations within the school, and the attainment of effects such as teacher job pleasure and indirectly, pupil learning effects.

➤ **Recommendation**

In modernizing the educational leaders, an important path may be to discover the styles of management that might also invulnerable subordinates' pride with supervision and teach the instructional managers of a specific team more into these leadership behaviors.

The study recommended that the national schools should emphasize the role of strategy leadership styles with view of improving on the academic performance of their schools.

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➤ **Future Scope**

the future scope in impact of leadership behavior of educational leaders (both relation-oriented and task-oriented) along with demographics on institutional performance for the fulfillment of goals of education as envisaged in in Pakistan and The researcher recommends further studies to be conducted to illustrate the role of school boards in directing school management and participation in decision making. Moreover, studies need to be performed to assess the relationship between financial criteria and academic performance.

➤ **Conclusion**

Based on the findings it was once concluded that there was a significant relationship between the leadership styles of head teachers as perceived by instructors and scholar performance. A chi-square check between the management styles of the secondary college principals and students' tutorial overall performance in national examinations led to the conclusion that there used to be a widespread relationship between principals leadership styles and college students educational performance. The colleges that embraced greater democratic and participatory leadership patterns that stimulated team work and crew spirit carried out appreciably better than those that used greater autocratic management styles that were generally dictatorial and rather established on the principal. From the above study it has been revealed that Task Oriented Behavior & Relation Oriented Behavior is no longer unbiased with each other. They are structured in a feel that one dimensions of conduct influences the different one. It is also realistic to conclude that the each behavioral dimensions of academic leaders are now not solely either Relation Oriented or Task Oriented also The find out about additionally established that even though respondents agreed that a leadership fashion can have an effect on tutorial performance, the Headmasters do no longer acquire the self-belief of the stakeholders adequate in order to construct terms that can decorate exceptional of instructing and learning.

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