

EXPLORING THE LEADERSHIP TRAITS TO IMPROVE JOB PERFORMANCE OF EMPLOYEES AND ACHIEVE JOB SATISFACTION (CASE STUDY: PRIVATE SCHOOLS IN PESHAWAR)

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Abstract

This research explores the leadership traits that are important to improve job performance of employees in the private education sector of Peshawar Khyber Pakhtunkhwa (KP). Numerous aspects of a leader's traits were investigated including motivational support, acknowledgement, appreciation, guidance and optimistic attitude from employees' perspective. A self constructed questionnaire was designed and administered on teachers of reputable private schools of Peshawar, Khyber Pakhtunkhwa, Pakistan. The instrument's validity and reliability was checked with Cronbach's Alpha. This research uses Chi Square test in order to analyze the relationship between the multiple variables that are mentioned above and job satisfaction that in turn affects and improves the Employees' Performance. The obtained results showed that there is a high significance between leadership traits and employees' job satisfaction. Furthermore, the study recommends adapting an acceptable leadership style with positive traits in order to enhance the employee performance and achieve personnel job satisfaction.

Key words: *Leadership Style, Traits, Job Performance, Job Satisfaction, Employees, Education Sector, Peshawar Khyber Pakhtunkhwa.*

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Introduction

Congenial and Conducive work environment in an organization is very essential, because it affects employees' work performance and their level of job satisfaction. For the same reason, leadership plays a crucial role while facilitating a positive communication not only between the leader and employees but an acceptable style also creates such a healthy environment that encourages the whole team to achieve organizational goals.

Leadership plays a fundamental role in the execution of managerial change (Schermerhorn, Hunt & Osborn, 1991). Leaders direct the alteration effort through its segments by (a) evaluating the organization's requirement for change, (b) separating and removing illogical arrangements/ practices, (c) formulating a shared idea, common route, sense of necessity, achievement of plans and enabling configuration, (d) encouraging unlock communication, and (e) emphasizing the change (Kanter *et al.*, 1992).

Leadership is an essential constituent of priceless group performance. It deals with group member's rank difference on condition facing both mission and societal expressional bearing (Hackman, 1990). Moreover, proficient supervised personnel can be tainted into self-leaders so that the conservative commencement of leader inside the team is no longer in need (Sims & Lorenzi, 1992).

A study conducted in Kenyan public schools in Nandi district that particularly used (i) Teachers Questionnaire (TQ) and (ii) Principals Questionnaire (PQ) for both the samples under selection separately. TQ focused on collection of data from teachers' perception about their institutional head leadership style and the degree of their job satisfaction along with their dedication to their work. Whereas, PQ focused on the aspects related to the principals' administrative practice. It examined the relationship between leadership styles of principals and teachers' job satisfaction in Kenyan public secondary schools. It had a total of 138 respondents out of 501 teachers and used descriptive survey research design for gathering data in Nandi district of Kenya. The outcomes of the study proved that the leadership style adopted by the school head has a great impact on the overall culture within an institution and thus on the teachers' job satisfaction. (Kiboss & Jemiryott, 2014).

In studying leadership styles, Nguyen (2013) contends that more hold and participation should be given to the employees. The author suggests that heads of schools in Vietnam should provide more opportunities to teachers for taking part in decision making activities, further strengthening their

institutional commitment and stimulating their job contentment and maximizing their performance.

Hence, Leadership style is precisely significant in context to performance and job satisfaction of school teachers. Although some research has been conducted to measure the correlation between leadership style and performance of teachers in education sector in Pakistan, but very little research is available regarding teachers of private schools that has emerged as a prominent section of education sector of Peshawar the capital city of Khyber Pakhtunkhawa in the past three decades. Thus, the research is carried out to determine the following objectives.

Objectives

- To determine the effect of and leadership style on satisfaction of employees.
- To assess the motivational aspect, performance efficiency and organizational commitment of employees

Methodology

A cross sectional study was undertaken that focused on only private schools in the Peshawar region. Methodology further included the followings

Sample Area: The sample area for the study was Peshawar City because a majority of the private national school systems have their respective branches in Peshawar that represent an accurate organizational culture and its important features that were mandatory for the study. These schools had their main branches in Peshawar city. Depending on the results of the pilot study, such six schools were selected that were easily accessible for data collection.

Sample Size: 204 teachers working in the private schools of Peshawar City took part in the research study. Through proportionate random sampling, 102 respondents were selected that were under the authority of democratic leadership style and the other 102 respondents were working under transformational leadership.

Data Collection: The primary data was directly collected from the field from targeted sample that were teachers employed by private schools and

working under the supervision of two types of leadership. It was decided to separate those schools that were under the control of democratic leaders than those that were under transformational leaders. Three of the schools were supervised by democratic school Principals and the other three schools were under the authority of transformational school Principals.

Instruments for Data Collection: A special leadership scale was designed (A-2) that contained a number of questions - measuring job satisfaction was given to the targeted sample. It was a self-constructed scale and was named as Multi-Dimensional Leadership Scale. The scale had some questions that measured teachers' job satisfaction in the particular institutions. The scale had Likert Scale i.e. (a method of assigning a quantitative numerical value to qualitative data for statistical analysis) and ranged from strongly agree to strongly disagree. The same scale also had some demographic questions and for easy interpretations different options were provided to the respondents.

Data Analysis: The data was analyzed through Statistical Package for Social Sciences (SPSS version 18). Then Chi-Square test i.e. (used particularly for knowing correlation between categorical variables) was applied on those scale items that had significance and high significance. It was important for the investigator to know the factors that had the p-value greater than the significance level (e.g., $p < 0.05$ or < 0.01). The purpose of using Chi-Square was that the conclusion for the phenomena under investigation reflects the characteristics of the population rather than of a sample.

Validity and Reliability of the Instrument: **Validity** refers to how well a test measures what it is supposed to measure (Moskal, & Leydens, 2000). The test instrument (MDLQ) had significant and highly significant results when correlated with each other. The items that were significant had scores that ranged between (< 0.05 - > 0.01) and the ones that were highly significant, there scores ranged between (< 0.05 - < 0.01) in the scale item. Reliability is the degree to which an assessment tool produces stable and consistent results (Moskal & Leydens, 2000). The reliability of the scale was 0.83 that represents a good Cronbach's Alpha score.

Results and Discussion

Chi-Square Test for Significance: Chi-Square Test is applied to determine the significance of the variables.

Group Decision Making: The involvement of employees in decision making and mutually discussing all matters regarding a situation is handled cooperatively as a group. As every individual is unique in a group, so a variety of solutions and multi diverse ways can be obtained for a dilemma under consideration through reciprocal discussion. This fact in turn reveals that the employees are welcomed with their opinion and there is an open forum for them to discuss their views and are hence satisfied with their institutional head and job. Chi-square test was applied to determine the level of significance of Group Decision Making as a factor affecting job satisfaction and it being a trait on the part of a leader.

Table 1 : Chi-Square Test for Group Decision Making

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.578 ^a	4	.009
Likelihood Ratio	14.289	4	.006
Linear-by-Linear Association	8.719	1	.003

The above table shows that there is a high significance i.e. (Pearson Chi-Square value is .009) between group decision-making and the leader adopting a participative approach for employees.

Initiatives and Ideas: An act of taking up charge before other competitors is resourcefulness and inventiveness. New and unique thoughts are encouraged by acknowledged leaders. With mutual cooperation and coordination, the leader along with his employees launches a diverse approach and is appreciated by his customers. A fresh approach is always greeted. Chi-square test was applied to determine the level of significance between a leader encouraging the new ideas and initiatives recommended by employees.

Table 2: Chi-Square Test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.082 ^a	4	.002
Likelihood Ratio	20.137	4	.000
Linear-by-Linear Association	6.002	1	.014

Since job performance is a dependent variable and launching of initiatives and ideas is an independent variable; in the above table there is a high significance (Pearson Chi-Square value is .002) between launch of new ideas/ initiatives by employees and acknowledgment by the leader that motivates employees to perform well.

Motivation and Change: Employees need a force that can drive them and be a stimulus for them at work. To do amendments in organization, it is important that employees should be induced for doing work. Healthy and prosperous environment is strength for moving them forward. Hygiene Two factor theory is the evidence of this fact. When the leader wants the employees to accept the change, he should adopt such a style that is acceptable to them and as well as persuade them for a work. Therefore, to know the significance level, Chi-Square test was used.

Table 3: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.890 ^a	4	.000
Likelihood Ratio	33.494	4	.000
Linear-by-Linear Association	7.083	1	.008

The above table states that there is a high significance i.e. (Pearson Chi-Square value is .000) between motivation as a helping tool for administrative change and their job performance.

Employee’s Acknowledgement: Staff in any organization, whether it is a company, industry or institution need recognition for its remarkable work. Affective leadership not only enhances the skills of employees but also shows the pathways that lead towards their professional success and can be promoted to the next higher grade. This admiration stimulates them to their work honestly and produces maximum output. In this correlation, Chi-square test was used to determine the level of significance between the leader showing his awareness for employees’ recognition, admiration, position and reputation as a factor affecting showing utmost interest in their work.

Table 4: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38.520 ^a	4	.000
Likelihood Ratio	44.259	4	.000
Linear-by-Linear Association	28.050	1	.000

The above table shows that there is a high significance i.e. (Pearson Chi-Square value is .000) between the leader showing his concern for employees' acknowledgement and exhibiting preeminent performance on behalf of the subordinate.

Employees Appreciation: Verbal admiration, certification and reward of any kind that is not monetary, are employees appreciation. When a staff member is appreciated by any kind of incentive then belongingness to a particular place is pleasurable and pleasant. The staff feels proud of introducing their self and their institution to others. Hence there is a direct relationship between employees' appreciation and their job satisfaction. To explore the same fact in the institutional setup and to prove its relationship with positive work performance as a significant factor; Chi-square test was applied.

Table 5: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.252 ^a	4	.002
Likelihood Ratio	18.372	4	.001
Linear-by-Linear Association	3.507	1	.061

The given table shows that there is a high significance i.e. (Pearson Chi-Square value is .002) between employees' appreciation by the organizational head and work performance.

Moral Support: Honest and ethical bearing is crucial for sustained growth in an organization. Maintaining as well as encouraging the employees to have any type of support in their task; develop a confidence in employees upon their head. In this backgrounds the employees freely exchange their views related to a problem. These backup systems prove to have relationship with their performance and are satisfied if their leader supports them. To

know whether a significant relationship exists, a Chi-Square test was applied.

Table 6: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.267 ^a	4	.004
Likelihood Ratio	19.548	4	.001
Linear-by-Linear Association	3.878	1	.049

The given table shows that there is a high significance i.e. (Pearson Chi-Square value is .004) between moral support by the organizational head and employees' job performance.

Considerable Attitude: Employees are human being first and then employees. A leader to be effective needs to have understanding of different situations. The head realizes human emergencies and uncertainties in subordinate's life. If in a particular work, an employee is unable to meet the required goal in time because of any personal problem, he gives him time and understands the uncertain phenomena. In this correspondence, Chi-square test was used to determine the level of significance between the leader showing his considerable attitude and this as a factor effecting job satisfaction.

Table 7: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.217 ^a	4	.024
Likelihood Ratio	11.698	4	.020
Linear-by-Linear Association	.022	1	.883

The given table shows that there is a significant relationship i.e. (Pearson Chi-Square value is .024) between considerable attitude of the institutional head for his employees' and their feeling of job pleasure.

Freedom of Subordinate's Thoughts: Liberty of thought and expression are the motivating tools for employees to work hard. The leader should encourage new ideas, thoughts and outlook in persuasion of any new task

allotted to the worker. The leader allott the task according to the employees strength and capacity and when he approves a course of action and at the end achieves positive results, is satisfied with the leader as well as job. In this correlation, Chi-Square test was used to determine the level of significance between the leader allowing his subordinates' freedom in performing different tasks and this as a factor effecting job satisfaction.

Table 8: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.607 ^a	4	.000
Likelihood Ratio	30.004	4	.000
Linear-by-Linear Association	7.318	1	.007

The above table shows that there is a high significance i.e. (Pearson Chi-Square value is .000) between the leader approval in regard to freedom of thoughts and their job satisfaction.

Trust Development of Subordinate: A leader cannot do each and every thing himself. He needs a group of team to help him out in simplifying different tasks. For this reason even sometimes the most sensitive matters such as financial matters are also handed over to his subordinates. This delegation of authority needs the umbrella of trust. But this process is not done in a speedy way, the leader first monitor and screens his subordinates and when they attained mastery level, then are held responsible for such tasks. Chi-Square test was used to determine the level of significance between trust development of staff and it as a factor effecting work pleasure.

Table 9: Chi-Square Test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.803 ^a	4	.044
Likelihood Ratio	11.409	4	.022
Linear-by-Linear Association	.484	1	.487

The above table shows that there is a significant relationship i.e. (Pearson Chi-Square value is. 044) between the leaders' trust development and subordinates' job contentment.

Guidance and Setting Priorities: An assistance or direction in response to the control of a given situation. There are many new and still other old recruits who are in need of support and proper training. This is done by a leader who directs employees to do a task in a systematic way. This doesn't mean that they do the work themselves but show them the pathways. During this process employees are in phase between different alternatives and courses of action, but going through this earlier stage of learning they can set their own priorities that best meet their ultimate goal. Hence this learning experience from leader to employee makes a positive relationship between both and produces job satisfaction. Chi-Square test was used to determine the relationship between both the variables:

Table 10: Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.568 ^a	4	.009
Likelihood Ratio	15.754	4	.003
Linear-by-Linear Association	5.665	1	.017

The above table shows that there is a high significance i.e. (Pearson Chi-Square value is .009) between the leader providing guidance and the subordinates' job satisfaction.

Overall, it was found that democratic leadership style in the educational institutions is habitually preferred than the transformational one and there is a significant difference between the two styles.

Conclusion and Implication

It was identified that there is not a single factor responsible for job satisfaction of employees especially in reference to Pakistani schools. For this purpose, investigation was conducted to explore and highlight those factors that are under the sway of particular type of leadership. The results from this study indicated that the employees' spend more time in those organizations where they are compensated against their own benefit. The percentage of employee continuation is longer in organization where they are treated and respected well. During the study, evidence was gathered and it was proved that employees generally prefer democratic style of leadership because it had a great impact on their maximum performance and job

satisfaction. The results of the current study can serve as a helpful tool for institutional leadership in Pakistan.

Recommendations

There are many areas that need a thorough consideration both from leaders' perspective and the style they have adopted and also its particular impact on job satisfaction on employees in the context of Pakistan. For this reason, some suggestions have been made.

- The current study only covered the private institutions and the data was based on the hypothetical aspects of leadership style but there is a calamitous need for assessing a mechanism that can measure the practical approaches in public sectors also.
- The research highlights the factors associated with employees' job satisfaction and training school heads to adopt most effective leadership style. In Pakistan, for improving the efficiency and efficacy in public sector education, professional and developmental approach from leaders side is needed.
- Due importance should be given to the decentralization of authority within an institution, so that everything is dealt with in an appropriate manner and a flourishing/pleasant environment is present at work place and employees feel acknowledged, not burdened.

The current study also highlighted the fact that while delegating any responsibility to an organizational head or appointing any principal in a school, they should be trained and be familiar with the latest administrative approaches.

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