

An Integrated Approach to Educational Leadership: A Study of the Impact of Leadership Styles on Teachers' Performance, Organisational Climate, and Student Outcomes

Rahat Imran Nami¹, Dr. Samad Thazhe Vadakkayil²

¹Research Scholar, Department of Education and Training, Maulana Azad National Urdu University, Hyderabad, India

²Assistant Professor, Department of Education and Training, Maulana Azad National Urdu University, Hyderabad, India

Abstract

In the modern era, the education system is constantly evolving under the influence of rapidly changing conditions, modern technology, and global demands. In such a situation, the importance of effective leadership has increased more than ever. In fact, leadership is an all-round ability that guarantees the success of not only individuals but also institutions and societies.

Leadership refers to the process through which an individual guides, organizes, and inspires others to achieve a common goal. In this context, a leader is a personality, while leadership is a continuous process that is based on strategy, communication, and influence.

The importance of leadership in the field of education is fundamental. An effective educational leader not only clarifies the objectives of the institution but also mobilizes teachers and students to achieve them. He fosters an environment that promotes learning, research, and creativity. Furthermore, leadership promotes a positive organizational culture within the institution, which creates an atmosphere of mutual trust, cooperation, and respect.

Effective leadership improves the quality of education and increases the performance of employees. A competent leader recognizes the capabilities of his subordinates, provides them with development opportunities, and encourages them. Along with this, he has the ability to solve problems in a timely manner and make appropriate decisions, which is indispensable for the development of any organization. Different theories and styles of leadership also clarify its importance. Initially, it was believed that leaders are born (trait theory), but later it was revealed that leadership is also a learned process that changes according to attitudes and situations. Furthermore, different leadership styles such as transformational, transactional, autocratic, and democratic each prove effective in their own specific situations. For example, transformational leadership enhances the capabilities of individuals by influencing them, while democratic leadership emphasizes consultation and participation.

Moreover, situational leadership has gained special importance in the modern era, in which the leader changes his style according to the situation. This proves that a successful leader is one who is flexible and adopts appropriate strategies in different situations.

In conclusion, it can be said that development is not possible in the field of education without effective leadership. A strong and talented leader not only sets the direction of the institution but also highlights the hidden talents of individuals. In the present era, where there is a shortage of good leaders, leadership training and awareness raising are the need of the hour.

Keywords: Educational Leadership, Leadership Styles, Organisational Climate, Student Outcomes

Introduction

If there is one ability among humans that encompasses all human abilities, it is certainly leadership. The biggest reason for the most successful nations in the world is the best leaders. A leader introduces his time to priorities and new dimensions and sets an overall direction. A leader not only aligns the organization or company with successes with his leadership abilities but also makes every possible effort to bring it to the top. Because leadership is a harmony of personal abilities and capabilities in a person, by which any person motivates the people connected with him to work on a goal and tries as much as possible to achieve this goal. Every person is playing the role of a leader in some capacity or the other in his personal or professional life.

Meaning and concept

The term "leadership" is composed of three elements: "lead," "-er," and "-ship." Of these, "Lead" signifies becoming a pioneer or taking the foremost position. "-er" denotes an individual who performs a specific role or task or who assumes responsibility. Finally, "-ship" refers to a skill, capability, or art form.

Based on this interpretation, leadership can be understood as the act of establishing a specific direction or orientation upon which the entire group relies. It is essential to possess the necessary skills to guide a group toward achieving its objectives and to inspire followers through intrinsic motivation. Over time and across varying circumstances, different individuals have defined leadership in diverse ways; some of these definitions are presented below:

In 1975, Hemphill and Coons defined leadership as follows: "Leadership is the behavior of an individual... directing the activities of a group toward a shared objective." In 1984, Rauch and Behling defined it as "the process of influencing the activities of an organized group toward goal achievement." In 1999, House et al. described leadership as "an individual's capacity to influence and motivate others and to enable them to contribute to the character and success of an organization." Another definition characterizes leadership as "the process of influencing people and creating an environment conducive to achieving the goals of a team or organization"—that is, Vision + Followership + Influence = Leadership.

Difference Between a Leader and Leadership

Essentially, a leader and leadership are two distinct yet interconnected concepts.

Leader:- An individual who guides a group, organization, or nation toward a specific goal or objective. The defining characteristics of a leader include insight, decision-making ability, and a sense of responsibility. A leader is someone who provides guidance and leverages the capabilities of their group members to achieve shared goals. John C. Maxwell similarly defined a leader by stating: "A leader is one who knows the way, goes the way, and shows the way."

Leadership:- Leadership is a process or capability through which an individual, a group, or an organization provides guidance. It is a process in which a leader organizes their team members and steers them toward

common objectives. Leadership encompasses elements such as communication, motivation, and strategy—components that facilitate the advancement of a group or organization toward success, as further elucidated by the definitions provided above. M. Chemers also noted: "Leadership is a process of social influence in which an individual enlists the aid and support of others in the accomplishment of a common task." Based on the points outlined above, we can conclude that a leader is the individual who provides guidance, whereas leadership is the process through which that guidance is put into action. The role of a leader is contingent upon their personal attributes, whereas leadership entails an overarching strategy, the primary objective of which is the collective attainment of success and achievement.

Importance of Leadership

Leadership plays a fundamental role in the development and success of any society, organization, or economic system. It is a process through which an individual or a group organizes, motivates, and guides others to effectively achieve their common goals. The significance of leadership can be gauged by the fact that it not only strengthens the internal structure of an organization or society but also proves to be a powerful tool for confronting external challenges. For any organization or company, the importance of leadership is paramount because it serves as the primary foundation for success and growth. Its significance is further heightened by the fact that an effective leader clarifies the vision and objectives of the organization or company and provides positive guidance to the entire team to help them achieve these goals. The various facets of the importance of leadership are outlined below:

1. **Setting and Achieving Goals:** A leader articulates the long-term—and sometimes short-term—goals of their organization or company clearly to the entire team and unites them to achieve these objectives, thereby ensuring that the organization or company moves forward in the right direction.
2. **Enhancing Productivity:** A competent leader improves employee performance; in doing so, the leader not only sets targets but also assists in enhancing the capabilities of each individual within the team. This leads to increased productivity, which serves as the basis for the organization or company to advance along the path of growth.
3. **Motivating Employees:** A successful and effective leader motivates their subordinates by increasing their bonuses or salaries, taking into account available opportunities. They recognize the capabilities of their team members and provide them with opportunities for professional development.
4. **Assisting in Problem Solving:** In any organization or company, numerous members contribute their services. Occasionally, these members encounter various problems or difficulties. It is crucial to resolve these issues and challenges in a timely and appropriate manner to ensure the continued growth and development of the organization.
5. **Promoting a Positive Organizational Culture:** A leader fosters an environment of collaboration, respect, and trust among their subordinates. Just as a healthy body is essential for a healthy individual, a healthy organizational climate is indispensable for a healthy organization or company—a climate that the leader plays a pivotal role in cultivating.
6. **Embracing Change:** In today's era, technology is evolving at a rapid pace. Therefore, it is imperative for a leader to adapt to changing circumstances and to integrate new technological innovations and inventions into their organization or company, thereby facilitating work processes and enhancing efficiency.
7. **Decision-Making Process:** In any organization or company, critical decisions are ultimately made by the leader. For an effective leader, it is crucial to make prudent decisions—at the right time and in light

of prevailing circumstances—that prove to be beneficial and effective for both the organization and its members.

Evolution of Leadership

The importance of leadership has been a source of profound interest to humanity throughout history. Bass attributes this interest to the fact that leadership is a universal human trait that is crucial to effective organizational and social functioning, while Wise attributes this common interest and appreciation of leadership to the fact that it is a mysterious process, yet it plays a role in everyone's life. A systematic social science study of leadership began in the 19th century. The concept of leadership has been around for a long time, and it has attracted considerable attention. (Leaders and Leadership are first seen in the books of Confucius (Analects), Lao Tzu (Tao Te Ching), and Sun Tzu (The Arts of War), dating back to the sixth Century (BC).)

A review of historical literature reveals numerous studies on leaders and leadership; the common objective of these studies is to determine how a leader becomes more effective and successful. To answer this question on a theoretical basis, various models and leadership styles have been developed, through which we can gain a better understanding of leadership. Several models have been formulated on a theoretical foundation to delineate the fundamental dynamics of effective and successful leadership. The theory of leadership follows a historical trajectory that runs parallel to the evolution of management; these theories are outlined below, and their explanations are presented sequentially.

Trait Theory of Leadership: In 1841—that is, during the 19th century—Thomas Carlyle presented this theory in his book **Heroes, Hero-Worship, and the Heroic in History**. This theory is grounded in the "Great Man" theory of leadership. Indeed, during that era—the 19th century—the very term "Great Man" reflected the prevailing belief that leadership attributes were primarily inherent in men, a concept that was predominantly applied to military leadership at the time. This theory posited that the potential we possess is inherent within us from birth. For instance, if an individual is a leader, they already possess the requisite qualities to become a good, authentic, and virtuous leader—much like figures such as Mahatma Gandhi, Abraham Lincoln, and others. This theory remained the accepted view for a period of twenty years. Subsequently, the focus of leadership studies shifted toward behavior. The objective of studying leadership from this perspective is to identify the most effective types of leadership and the specific behaviors associated with them. Three highly significant and well-known studies falling under the scope of the behavioral leadership perspective are as follows:

- **Ohio State University Leadership Research:** They talked about two types of leadership styles.
 - **Initiating Structure Behavior:-** This approach is a leadership style that focuses on the task. It focuses on the work assigned to the subordinates. In this style, the main task of the leader is to explain the role of the leader to the group he is leading. It is a work-based framework that is committed to the task and is accountable. In this type of leadership style, everything is in the hands of the leader.
 - **Consideration Behavior:** This behavior is the exact opposite of Initiating. In this, all the subordinates are considered human beings, who think about the welfare and feelings of the subordinates. In this type of leadership, the leader shares the pain, sorrow, happiness, and joy of all the workers under his command and cares about them. Leaders believe that taking care of everything about their employees will automatically increase productivity.
- **Michigan State Leadership Research:** - They also found out two types of leadership styles:

- **Production-Oriented:** - In this type of leadership style, the main goal of the leader is to achieve the work completed by his subordinates in any situation and to get the work done on time. In this leadership style, if a subordinate or the entire team is instructed to complete work in ten days, they must finish it within that timeframe because it is crucial to the project's success. No matter what problems or pains he has. This method causes employees to work in a mechanical manner.
- **Employee Orientation:** - This type of leader prioritizes the needs of his followers and provides them with more help. Such leaders consider their workplace a social system, and they focus more on it. Furthermore, such leaders keep the feelings, emotions, and personal needs of their employees at the top.
- **Managerial Grid Model/Leadership Grid Model:-** Like the Ohio State University and Michigan State studies, Blake and Mouton also classified leadership behavior into two main dimensions, one of which is based on relationships and the other on work. One of these is on the vertical axis (Y-axis), which shows relationships. And the other is on the horizontal axis (X-axis), which shows work. We can also understand it through a graph in which we enter the numbers from 1 to 9. Out of these, 1 shows the lowest level and 9 shows the highest level.
- Further, in this method, five leadership styles have been identified, which are located in the form of a 9x9 matrix. Out of which one side is based on people, i.e., on the Y axis, and the other is based on production, i.e., on the X axis.
- 1. **Impoverished Leadership:-** This leadership style indicates low work and low relationship (1,1), meaning that in this style there is neither focus on work nor a good relationship between the leader and his employees.
- 2. **Country Club Leadership:-** This leadership style indicates low work and high relationship (1,9). In this style, the leader is more concerned about the well-being, emotions, feelings, and personal needs of his employees. There is very little focus on work because the leader of this style believes that if the employees working in our organization remain happy, then production will automatically increase.
- 3. **Authority Obedience Leadership:-** This leadership style indicates high work and low relationship (9,1), meaning that in this style, the leader only cares about work. In this style, the leader behaves like a machine for his employees so that production increases as much as possible. The rest of the leader isn't concerned about the feelings, emotions, and personal needs of his employees.
- 4. **Middle of the Road Leadership/ Organizational Leadership:-** This leadership style refers to moderate work and moderate relationships (5,5); i.e., in this style, the leader performs both tasks with his employees, considering the time and circumstances.
- 5. **Team Management/Ideal Relationship:** This leadership style refers to high work and high relationship (9,9); i.e., in this style the leader also takes care of his employees very well, and there is a lot of mutual relationship between the two. This style is considered ideal for relationships, and it is considered the best and most comprehensive leadership style among the five.

Types of Leadership

1. **Transformational Leadership:** This approach is a process in which leaders and followers help one another advance to higher levels of morale and motivation. Such a leader provides guidance to their employees, motivates them, and offers the right direction regarding how and in what manner specific tasks should be accomplished. This type of leader is highly adept at winning over their employees and gaining their compliance. Furthermore, such a leader works collaboratively with their entire team,

fostering a mutual trust wherein employees trust their leader, and the leader, in turn, trusts their employees. The leader knows that if everyone in the organization trusts them and vice versa, the organization's performance will improve and progress steadily.

2. **Transactional Leadership:** Such leadership is task-oriented. This style implies that team members who meet the leader's expectations are rewarded, while others are subject to punishment; essentially, this approach incorporates both rewards and sanctions. This style of leadership is governed by systematic policies, rules, and procedures. In this model, the leader provides guidance and direction to their employees based on specific conditions and contingencies. Additionally, the leader often compels employees to adhere to their personal style and authority.
3. **Participative/Democratic Leadership:** A democratic leader makes decisions based on the opinions and perspectives of their team. Simply put, such a leader involves everyone in the decision-making process. Moreover, this leadership style actively encourages active participation in the process of making decisions. The primary focus of such a leader is on building rapport with the team and ensuring that employees feel valued and respected. Consequently, the morale of the workforce remains high, and the employees experience a sense of satisfaction regarding their work environment. **Autocratic Leadership:** This approach is the exact opposite of democratic leadership. In this style of leadership, the leader does not solicit or consider the opinions of team members during the decision-making process; rather, decisions are imposed upon them. Under this approach, decisions are made at the highest level, and employees are required to comply with them unconditionally. In this method, employees are expected merely to execute tasks and are not permitted to ask questions. In a sense, one could say that within such a leadership framework, there is no culture of asking "why." It constitutes a one-way communication flow (top-down).
4. **Laissez-faire Leadership:** The term "laissez-faire" translates to "let them do it." This style of leadership involves minimal intervention and ensures that decision-making authority rests with the team members. This leadership style empowers team members, holding them accountable for their work. It motivates many team members to take initiative and excel, thereby enhancing the team's overall efficiency and productivity. This type of leadership style proves highly successful in organizations where creativity and innovation are essential—such as Apple, Tesla, Microsoft, Facebook, WhatsApp, and others. It is worth noting that, precisely because of the freedom inherent in this approach, employees are frequently asked, "How do you intend to carry out this task?"
5. **Situational Leadership:** This is also referred to as "360-Degree Leadership." In this approach, the leadership style varies according to the specific time, occasion, and requirement; it does not rely on a single, fixed leadership style. Let us attempt to understand this concept through an example: Suppose we wish to organize a conference within our Department of Education and Training at the Maulana Azad National Urdu University. First, we would convene a collective meeting to solicit opinions from everyone—an approach characteristic of the "Democratic" leadership style. Subsequently, we would formalize and adopt these collective opinions—an approach aligned with the bureaucratic leadership style. Next, we would assign specific tasks to select individuals based on our discretion—an approach reflecting the autocratic leadership style. In this manner, we would form a working group and assign conference-related tasks that demand creativity and innovation. We would simply state, "I expect this work to be completed within a specific timeframe, regardless of the method you choose to employ"—an approach we term the "laissez-faire" leadership style. To ensure the participation of all students in the conference, we would implement a system of rewards and penalties—meaning that those who

participate will be rewarded, while those who remain absent will face consequences. This particular type of leadership style is known as "transactional leadership." Students would be assigned specific conference-related tasks, and a teacher would be designated as a guide to periodically encourage the students and steer them in the right direction, thereby ensuring that the work is completed on time and to a high standard. This specific type of leadership style is referred to as "transformational" leadership.

6. **Charismatic Leadership:** The term "charismatic leadership" was originally coined by the sociologist Max Weber. "Charisma" is, in fact, a Greek word that translates to "gift" in English—signifying a unique ability possessed by an individual that distinguishes them as superior and distinct from everyone else. In other words, it can be said that such an ability is a "God-given gift." Examples regarding this individual are cited globally, and based on every criterion, this person is regarded as a quintessential leader. According to Max Weber, charismatic leadership represents an "ideal type" of authority—a concept regarding which one theorist posits that charismatic traits are innate. Conversely, some believe that if a specific individual is groomed in a systematic manner, charismatic traits can indeed be cultivated within them. To this end, they have outlined three steps:
 - Thinking positively about everything, seeking out positive aspects in every situation, and maintaining an entirely positive outlook regarding one's own ideology.
 - Cultivating a relationship with employees that serves to encourage them and fosters their compliance.
 - Tapping into the emotions of followers to draw out their latent potential and capabilities.
7. **Authentic Leadership:** This refers to a leader who has consistently lived by the truth with absolute integrity and who, on this very basis, guides and encourages their employees. Furthermore, such a leader's thoughts and ideas must be positive in nature. By speaking the truth, such a leader develops the ability to persuade people, thereby facilitating the achievement of organizational goals. Such a leader significantly broadens people's perspectives, making the distinction between right and wrong easily discernible. An authentic leader possesses the capability to make every conceivable effort to elevate both themselves and the entire team to the pinnacle of success.
8. **Servant Leadership:** Servant leadership is a leadership style that prioritizes the needs of others—and the well-being of the entire community—over the leader's own needs. It involves a deep understanding of other individuals' emotions and a commitment to finding appropriate solutions for them. Such a leader possesses a highly elevated moral compass. However, this style may not be suitable for certain organizations—particularly those where the primary objective is profit generation—even if the context involves community development.
9. **Spiritual Leadership:** This refers to a form of leadership that provides guidance to people based on principles of spirituality, morality, and a sense of purpose. In this approach, the leader focuses not merely on external success but also places strong emphasis on inner peace, personal growth, and higher human values. This style of leadership instills in individuals a sense of purpose and social responsibility, enabling them to lead more fulfilling lives while simultaneously driving positive change within society.
10. **Coaching Leader:** In this specific style of leadership, the leader focuses on identifying the strengths and weaknesses of team members and on helping them improve. A coaching leader formulates

Conclusion

Based on all the above definitions, models, and leadership styles, we can say that our lives are incomplete

without knowing, understanding, and learning about leadership because we all have to fulfill leadership responsibilities somewhere in our lives. The leader of an organization, company, or corporate sector plays a crucial role in running an organization, company, or corporate sector smoothly and sustainably. Therefore, it is necessary for the leader of this organization to have extensive knowledge about leadership, because the growth and failure of an organization or company depends on the leader. In this regard, leadership research companies, including Corporate Leadership Council, McKinsey & Company, Hay Group, and Roger Herman, agree that the world will have a shortage of capable leaders in the near future, which is distressing. A survey of 250 companies found that 75% of the world's leaders felt they lacked the ability to be a competent leader.

In today's world, the education system is evolving rapidly and undergoing significant transformations. In this context, the importance of effective leadership has increased manifold. Fundamentally, leadership is a process through which an individual guides others toward achieving a common goal, inspires enthusiasm within them, and steers them forward in an organized manner. Thus, a "leader" is a specific individual, whereas "leadership" is a practical process that serves as the foundation for organizational success.

Leadership plays a pivotal role in the field of education. An effective educational leader articulates the institution's objectives clearly and motivates both teachers and students to strive toward achieving them. Such a leader not only enhances the quality of education but also fosters a positive and conducive environment that offers ample opportunities for learning and personal development.

Furthermore, a competent leader recognizes the potential of employees, motivates them, and assists them in improving their performance. They address problems in a timely manner and make prudent decisions, thereby ensuring that the organization remains firmly on the path of growth and development.

Various theories and styles of leadership further underscore its utility. While it was initially believed that leaders are "born," it was subsequently realized that leadership is, in fact, a learned process. Similarly, diverse leadership styles—such as transformational, transactional, and democratic—prove effective in different situational contexts. It can be asserted that effective leadership is indispensable for advancing the cause of education in the modern era. A talented leader not only charts the organization's strategic direction but also serves to enhance the capabilities of its people. Therefore, it is imperative to promote leadership training and awareness within the educational sector to build a better and more successful society.

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