
Role of Leadership in Enhancing Employees Performance: A Case Of Board of Intermediate and Secondary Education, Peshawar

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ABSTRACT

Employee performance is a metric for determining how effective a person's job is. Hence, optimal job performance is one of the primary goals of an organization. Leadership has the ability to achieve work performance and turn the vision of the organization into reality. Better employee performance in the organization result from good leadership. The goal of this cross-sectional study is to examine the role of leadership (authoritative and laissez-faire), in enhancing employees' performance at Board of Intermediate and Secondary Education, Peshawar Pakistan. For accomplishment of research objective, primary data were acquired from employees of the Board of Intermediate and Secondary Education, Peshawar Pakistan by a self-administered adopted questionnaire to examine the association. The outcomes indicated that authoritative leadership has a positive and significant impact on employee performance. In addition, the employee engagement, on the other hand, has also a significant and positive correlation with employee performance. To maintain successful human resource utilization and high levels of employee work involvement and performance, it is recommended that moderate independence and effective supervision should be implemented at the workplace. It is suggested that organizations increase their organizational participation and performance by hiring managers with high leadership skills.

Key Words: Leadership, Employee's Performance, Board of Intermediate and Secondary Education, Peshawar, Pakistan

1. INTRODUCTION

In the recent past, leadership style has engaged heavily in terms of as a new effective method to managing personnel and the business at large. Human Resource Management, on the other hand, has gradually and conceptually replaced traditional personnel administration. As a result, a strategic integration of the new leadership style into successful human capital management is required. The purpose of this study is to analyze the impact of leadership style on staff engagement and performance in the Board of Intermediate and Secondary Education (BISE) Peshawar, Pakistan. From the perspective of leadership style, which involves giving orders, motivating people, and ensuring that plans are carried out in a variety of settings such as business, politics, and other professions. Victor Vroom and Arthur Jag (1988) established a model that focuses on the leadership and decision-making function of managers in decision-making settings. Vroom-Jag (1999), a time-driven Leadership Style model, has prescribed the choice of leaders among the five recognized leadership styles and associated with other seven situational factors with each style, which make empowerment and participation of subordinates in the decision-making process, as decide, consult individually, consult team, delegate, and facilitate.

The effective leader is a person who with a passion and adopt style to meet the needs of the scenario in which they operate must be a good diagnostician (Kenneth et al., 2018). The leader is a person who gives orders to subordinates and also provides social support in accordance with their personalities. The varying leadership styles based on performance criteria and the fact that local councils have been experiencing a talent drain for a number of years has mirrored an administrative phenomenon that has caused them to suffocate on their own. As a result of the facts, employee performance was harmed due to a lack of effective direction and application of strategic style in managing daily tasks. Previous research has looked into performance phenomena, such as Bondoc et al. (2014) and others in the past. During data gathering, the majority of research revealed that the corporate strategy was conceptually weak. However, the process of leadership style, in particular, was in the sustainability approach and was severely recognized.

Employee performance comprises performing stated assignments, team input, completing deadlines, and achieving departmental goals, among other things. There is a great need for diverse organizations and institutions to become healthy, and this has necessitated sound leadership with engagement corporate techniques. Hence this study is conducted to examine the leadership styles that influence employees' performance in BISE, Peshawar, Pakistan.

2. OBJECTIVES

The main goal of this study is to examine the impact of authoritative and laissez-faire leadership styles on employee involvement and performance.

3. LITERATURE REVIEW

There are different leadership styles that have specific influence on employees. Authoritative is one of the styles that provide guidance and vision to their team members, ensuring that they have a clear view of what success looks like as they work toward organizational goals. Furthermore, with this leadership style, the boss has complete control over subordinates. Team members, on the other hand, have little opportunity to make proposals, even if they are in the best interests of the business (Armstrong 2012). The leader assume that the workers be accompanied in the repercussions, and that the catalyst be replaced. According to Cole (2010), it operates in existing situations when change is required, sometimes in moving in a different direction with conflicts such as strikes, the application of self-confidence, and so on. If appropriate scenarios are applied, outperformance with effectiveness will result. However, a big workforce in the council is characterized by this leadership style, implying that the efficacy of leadership styles should be based on the

Council's leadership style. However, in the relevant settings for making them both political and administratively effective, this leadership style is used, and situational hindrances are efficiently dealt with. Most issues were raised without any questioning due to the nature of the administrative organization. Following the occurrence of a circumstance in the company, these styles will change. Rather than the need for those employees who are not functioning adequately in accordance with the established goals. As a result, rather than relying on what should be done, it is an acknowledgment for the leaders in the organization's workforce that has been working. However, the authority mentioned above has focused in an inappropriate manner on the authoritative style of leadership in a situation where it has been necessary to make a difficult choice, such as strikes, to accruing such situations and making minds in the perception of individuals in such a way that style will be automatically rejected.

To attain an effective performance from its workforcethat has needs of the group andindividual because of this many years have been passed. The researcher, on the other hand, is unconcerned about whether or not the authoritative leadership style has had an impact on performance. There is a need to conduct study in this regard. The researcher went about operating from the authoritative organizational perspective, where the leader is focused on how the organization's policies are implemented, using Henderson and Geysers (2008) taxonomy to show how many interrelated functions of leadership style can be organized at local councils and in respect of illustrating applications following principles of administrative functions. Indeed, what kinds of questions have been required for the counselor's experience to flow? When it comes to resources, this includes everything from personnel policies to paperwork, parking spaces to office space, and salaries to a working copy machine. Similarly, the management and administrative function is how the client perceives the agency. Do the department's processes, policies, and practices promote the client's positive involvement in the administration process? How do you get an appointment in as little time as possible? When it comes to addressing the local council's aims, Is service available at specific hours, in specific areas, and in specific languages?

In this leadership style, the Karin Report (2005) found that new forms of leadership style were necessary in the forms of organizations (unpredictable, more dynamic, competitive, and global). Karin (2005) stated that in order for the Ministry of Education in Afghanistan to improve, their strategic, interpersonal, and entrepreneurial abilities must be included in this leadership style approach. So far, what has emerged from our survey is a distinctive and compelling picture of corporate executives who are on the leading edge of some important changes in the workplace.

Transformational leadership is a style of leadership that focuses on change. According to this study and from what it has been observed, managers and supervisors have become more conscious and willing to use corporate leadership style behavior, and this study is highly encouraged and found to days' managers and supervisors shows that they have become more conscious and willing to use corporate leadership style behavior.

Corporate Leadership Style and Employee Performance: Human values and aspiration promote efficacy in performance; nevertheless, organizational values become unseen roots, whilst determination and rationality are essential to an organization's existence. Organizational values in relation to the duty of a leader in an organization in this situation will be to nurture like the roots, which is a basic human goal without which nothing exists. (2011). Corporate leadership must employ a systematic approach to accountability; in this regard, the issue is delegating power to given subordinates, as delegation may not be sufficiently directed, and the calculated risk is specialization and empowerment. Meanwhile, the factors required to employ the corporate leadership style approach have not been thoroughly investigated, according to the perspective of the elements required.

According to Henderson (2008), corporate strategy as defined by supervision promotes a positive organization. Ullah (2020) also suggested that the provision of supervision can help to improve performance and personhood. Performance has a part in the expansion of organizational openness and setting leadership, which leads to effective evaluations.

Kata (2015) points out the role of training, employee involvement, recognition, and communication in promoting organizational performance has been shown. Managers have been expected to set clear boundaries and expectations as a result of the findings and perceptions; to involve employees in decision-making, project development, and goal setting; to provide training for remediation and growth; and to be recognized for their contributions to the organization. However, the Afghan Ministry of Education, in the process of supervising personnel, raises the issue of making actual subject to the exercise of corporate leadership as to structure, which is still debatable.

Employee Performance and a Laissez-faire Leadership Style: According to popular belief, a leader's capacity to lead is dependent on different situational conditions; yet, this leadership style is backed up by a great deal of experience. (In a laissez-faire manner) House in the North (2011). This leadership style has been discussed with a number of authors and has been put to the test to see whether it can attain dependability and validity. The belief in good leadership manifested itself in the ability to administrate employees with a certain degree of freedom.

In terms of leadership, the corporate standing has led to increased correspondence and accountability for service delivery. In order to prepare for and build up the capacity in such a development, the Ministry of Education in Afghanistan must grow steadily and in size. However, while more flexibility and autonomy were granted in this regard, the potential of this leadership style to adapt to the scale and adoption of this leadership style was not reported. The operational planning, on the other hand, is offered and applicable in a laissez-faire way. The purpose of this research is to learn more about how employee performance influences the laissez-faire attitude. Positive and effective management, on the other hand, have connections in this regard.

According to Kerns (2014), discussion of the relationship between this leadership style and the carrying of the path and the gap between employee and employer, the laissez-faire style is generating a favorable environment for both the employee and the employer. To establish a favorable relationship that is psychologically beneficial, and the findings of this study have been confirmed by literature. There is a correlation between organizational well-being and individual performances, according to Quick and Macik-Frey (2017), in the outlining of this article. With an open and leadership approach, he promoted quality connections with others, cohesiveness, and a common objective.

Employee Involvement and Leadership Styles: Leaders are the individuals in a company who create the tone and culture. According to Northouse (2004), leadership is defined as one individual's influence over another group of individuals in order to attain a common purpose. An effective leader, on the other hand, can persuade his or her people to work toward the organization's objectives. There is a clear distinction between leaders and managers. Managers create consistency and orders, whereas a leader motivates his or her staff to change. In order to develop a relationship between followers and their leaders, the leader must show admiration for the followers' personal values, such that they are willing to offer their energy and talent to achieve common goals (Bass, 1985). Transactional leaders, on the other hand, utilize punishment and reward to elicit conformity from their followers (Burns, 1978). Such leaders are purposefully results-oriented and action-oriented. The transactional leaders are characterized by three characteristics: management by exception, laissez-faire, and contingent remuneration (Bass, 1985). Leaders reward their subordinates by using a contingent method of awarding them based on the notion that they do their jobs effectively and try hard enough. As a result, if leaders do not believe that their subordinates are working effectively, or that they are not working hard enough, they will not be rewarded. Finally, when it comes to the characteristics of the laissez-faire leader, where leaders get involved where there is a problem (Northouse, 2004). Under transactional leadership, team members have limited power to increase their job satisfaction.

Employee Involvement and Performance: The phrase involvement relates to an employee's "engagement, contentment, and excitement for work" (Harter, Schmidt, & Hayes, 2002, p. 269). Build on Kahn's (1990) work, which describes the working experience of frame

construction as "familiar engagement." Employee engagement refers to an emotional connection with others as they are directed by the team in an alert and cognitive manner. (Harter and colleagues, 2002). Employees expect to accomplish their work according to resource availability, receive feedback and progress as a result of participation and opportunities, and feel that they have made a major contribution to the organization.

Employees who are constantly engaged are healthier, more profitable, and safer, and they are less likely to leave their employer (Fleming & Asplundh, 2007; Wagner & Harter, 2006). Only 40% of the global workforce is estimated to be engaged (Harter et al., 2002; Saks, 2006; Buckingham & Coffman, 1999; Ullah, Malik, Zeb, Rehman, 2019; Wagner & Harter, 2006); more than 70% work part-time. According to the US economy, the cost gap of involvement costs more than \$300 billion dollars per year in lost output (Forms, Rocco, & Willard, 2008; Roth & Clifton, 2004). And it has been seen that, in an undesirable manner, employee participation is declining (Shuck & Willard, 2008). Despite the low number of engaged employees, organizational leaders consider employee involvement to be one of their top goals (The Ken Blanchard Companies, 2008; Katter, 2008). Based on the facts, this chapter focuses on leadership style and employee involvement. It is critical for organizations in the current scenario to recognize that in today's world, competitiveness in the workplace is critical. As a result, the organization must move toward motivation, from which employees can become competitive, as well as establishing an environment of involvement. In terms of leadership style, transformational leaders are more self-assured and leading toward cultural involvement as a result of reviewing this approach. The study model and hypothesis are created based on the preceding theoretical relationship.

4 RESEARCH MODEL

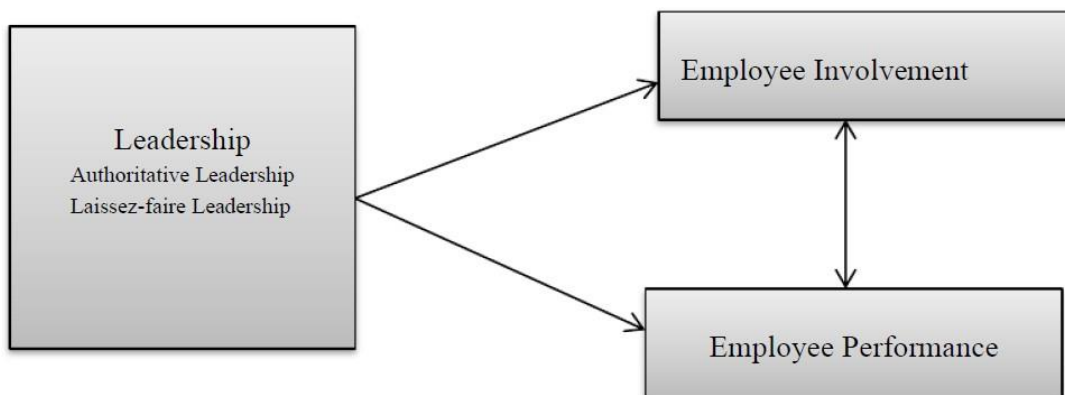


Figure 1

HYPOTHESES

- There is positive and significant impact of Leadership on employee performance
- There is a positive and significant impact of Leadership on employee work involvement.
- There is a positive association between employee involvement and Employee performance.

5. METHODOLOGY

This study employed a quantitative research method using both descriptive data analysis and hypotheses testing based on cross sectional survey results. Primary and secondary data sources were used to gather information. Primary data was gathered via survey, while secondary data was gathered from relevant material such as pamphlets, brochures, documentaries, and newspaper articles. The Crecy and Morgan 1970 table was used to determine the sample size, which was 54 responses. Because of the study's advantages, such

as the reduction of biased results and the study's objective, a simple random sampling technique was adopted. The study's target population includes all employees in the BISE. Correlation analysis and regression analysis was performed to test the hypotheses by deploying SPSS 24 version.

6. RESULTS AND FINDINGS

Frequencies

Frequencies tables' shows distribution of population based on Gender, Age, Marital Status and Education. These tables are self-explanatory:

Gender

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Male	36	66.7	66.7	66.7
	Female	18	33.3	33.3	100.0
	Total	54	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative %
Valid	<30	24	44.4	44.4	44.4
	31- above	30	55.6	55.6	100.0
	Total	54	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Single	36	66.7	66.7	66.7
	Married	18	33.3	33.3	100.0
	Total	54	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative %
Valid	Post graduate	6	11.1	11.1	11.1
	Bachelor Degree	30	55.6	55.6	66.7
	Diploma	12	22.2	22.2	88.9
	Certificate	6	11.1	11.1	100.0
	Total	54	100.0	100.0	

Correlations

		Leadership	Leadership	Performance	Involvement
Laissez faire Leadership	Pearson Correlation	1	-.211	-.045	-.201
	Sig. (2-tailed)		.126	.749	.144
	N	54	54	54	54
Authoritative Leadership	Pearson Correlation	-.211	1	.630**	.548**
	Sig. (2-tailed)	.126		.000	.000
	N	54	54	54	54
Employee performance	Pearson Correlation	-.045	.630**	1	.832**
	Sig. (2-tailed)	.749	.000		.000
	N	54	54	54	54
Employee Involvement	Pearson Correlation	-.201	.548**	.832**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation matrix shows significant association between Employee performance and involvement which statistically satisfy H3: There is a positive association between employee involvement and Employee performance.

H1: There is positive and significant impact of Leadership (Authoritative & Laissez-Fair styles) on employee performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.382	2.04868

a. Predictors: (Constant), Authoritative Leadership, Laissez faire Leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.948	2	72.974	17.387	.000 ^b
	Residual	214.052	51	4.197		
	Total	360.000	53			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Authoritative Leadership, Laissez faire Leadership

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.038	2.990		.347	.730
	Laissez faire Leadership	.186	.222	.092	.837	.407
	Authoritative Leadership	1.084	.184	.650	5.882	.000

a. Dependent Variable: Employee performance

Regression results shows only authoritative leadership effects employee performance.

H2: There is a positive and significant impact of Leadership (Authoritative & Laissez-Fair styles) on Employee Involvement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.281	4.32259

a. Predictors: (Constant), Authoritative Leadership, Laissez faire Leadership

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	424.407	2	212.204	11.357	.000 ^b
	Residual	952.926	51	18.685		
	Total	1377.333	53			

a. Dependent Variable: Employee Involvement

b. Predictors: (Constant), Authoritative Leadership, Laissez faire Leadership

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.628	6.309		2.636	.011
	Laissez faire Leadership	-.353	.468	-.090	-.754	.454
	Authoritative Leadership	1.727	.389	.529	4.441	.000

i. Dependent Variable: Employee Involvement

Regression results shows only authoritative leadership effects on employee Involvement.

7. DISCUSSION

High social intelligence and the willingness to embrace change are typically credited to successful leaders. Leaders who are ineffective or irresponsible can bring a company down, but those who rise to positions of authority frequently make the same mistakes and fall into the same traps. As a result, the authoritative leadership style has an impact on employee engagement and performance in the organization. At work, there is a strong link between job involvement and job performance. Organizations should increase their organizational involvement and performance by hiring managers with good leadership skills, according to the study's conclusions. Integrity, delegating ability, communication, self-awareness, thankfulness, and learning agility are all characteristics of the best leaders. Employee performance will improve in the organization as a result of their impact. Because employee involvement improves staff performance. Team building and leadership methods, on the other hand, tend to increase workplace cooperation. The entire work force at the workplace will improve in performance as a result of employee involvement.

8. CONCLUSION

The outcomes indicated that authoritative leadership has a positive and significant impact on employee performance. In addition, the employee engagement, on the other hand, has also a significant and positive correlation with employee performance.

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