

## LEADERSHIP ATTRIBUTES AND WORK ENGAGEMENT MATTER TO ENHANCE JOB PERFORMANCE OF ACADEMICIANS

**Rizwana Kousar**

M. Phil Education Scholar, National College of Business Administration and Economics, Lahore [rizz7811@gmail.com](mailto:rizz7811@gmail.com)

**Dr. Muhammad Naveed Jabbar**

Associate Professor Education, National College of Business Administration and Economics, Lahore

[drnaveedjabbar@ncbae.edu.pk](mailto:drnaveedjabbar@ncbae.edu.pk)

**Mamoona Nazli**

M. Phil Education, Leadership and Management Scholar, Superior University, Lahore. [moong418@gmail.com](mailto:moong418@gmail.com)

DOI: <https://doi.org/10.71146/kjmr127>

### Article Info



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### Abstract

*Job performance has become a foremost phenomenon of modern age. It can be enhanced by effective leadership. The main objective of this study was to examine the effect of leadership attributes and work engagement on performance of teaching faculty. In this study the teaching faculty from public secondary school in Hafizabad was selected as population while 289 respondents were administered as sample which were selected by simple random sampling technique. The questionnaire was used for the collection of research data by adopting survey method. In order to analyze the research objectives SPSS was administered. The results indicated that leadership attributes and work engagement had moderate association with performance of teachers. Moreover, leadership attributes and work engagement had predictor of job performance. Whereas, leadership attributes had more significant effect on job performance than that of work engagement. This study is beneficial for educational management to implement the innovative policies with the engagement of employees.*

**Keywords:** Academicians, Leadership attributes, Work Engagement.

## Introduction

Education brings changes in every field of a nation the person who plays vital role in this all scenario for the development of a nation that is teacher. It is teacher that produces passion and emotions in students to work hard to get goals and objectives. And hence teaching is such a difficult profession (Hafeez et al., 2020). Only those teachers can perform this responsibility who are well organized, well-educated and trusty to his profession. A visionary teacher performs best as compare to those who are restricted to his subject (Jahangir et al., 2012; Halai & Durrani, 2020). Teacher's performance add values to the overall institutional performance. Therefore, a teacher contributes to the institutional performance if s/he is producing quality graduates who bears good characters and are successful in their respective field. If a teacher performs lower than the expectations, it affects the overall performance. Therefore, Job performance is a major variable with an impact on the organizational performance (Anra & Yamin, 2017; Shah, 2017).

Leadership traits are the characteristics of the individuals to perform various activities at managerial level. People with personality trait tend to have more social attitude that help them to interact with other employees at work and within organization. People having this trait are more into social interactions, create social groups, interact and mingle with the team (Chandrasekara, 2019). Therefore, it can be assumed that agreeableness is an effective factor that affect the job performance (Kramer, 2014). Furthermore, it is also elaborated that it might be the only factor for the kind of work that require more interpersonal communication and collaborations. To get the desired outcomes, it is essential for the leaders to engage the employees in numerous policy making and decisions (Ma et al., 2021; Jabbar et al., 2022).

Work engagement is a working relationship between leadership and employees to achieve the setting objectives under setting standards (Prieto-Díez et al., 2022). The leaders involve the workers in policy making and numerous decisions so that the work environment can be made supportive and democratic (Decuyper & Schaufeli, 2020). Apparently, due to this the employees boost their confidence and do work with dedication which leads to the boost of performance (Karia et al., 2019; Saad et al., 2018). As policy makers the government should always positive while spending in educational institutions. Mostly in developing countries it has been highlighted that importance of education has increased. Stressed the status of education, particularly in emerging countries, attained the achievement in this sector. Seeing the number of interfering to resolve institutional complications in emerging countries (Shah et al., 2017).

## LITERATURE REVIEW

Secondary school education is considered as final stage of formal education, it is considered as the first step for the growth of a nation. Education has played a pious role in the development of a nation. Research showed that standardized higher education has enhanced the economic and social life of a civilized nation .to achieve these goals the state desire that every citizen should get formal education. For this purpose, the state heavy budget needs to be spent on education sector for the standardized community and accountability (Mushtaq & Kayani, 2013). Secondary school education is considered as important stage of formal education, it is considered as the first step for the growth of a nation. After getting this education students go towards the higher education. Sometime secondary is delivered in one building while in some areas it is taught in separate buildings (Ansari & Khan, 2020; Khan et al., 2017). Secondary training frameworks in under-developed nation are feeling constraints to work for more pupils and for achieving more successfully. The development in education sectors and giving effective secondary education

that raised the expansion at basic level in numerous nations (Behlol et al., 2014).

According to Motowidlo et al (1997) the basic competencies of an organization, such as psychological and social components, must be effective and efficient for success to occur (Bhat & Bashir, 2016). Additionally, Conway (1996) mentions that additional role behaviors and civic behaviors are founded on studies of the many areas where they are contextual performance (Goodman & Svyantek, 1999). Contextual performance, according to Borman and Motowidlo (1993; 1997), includes a variety of actions such as volunteering for jobs, assisting teammates, and protecting and upholding the organization (Uraon & Gupta, 2020). Moreover, contextual performance refers to employees' behavior that helps in a social environment where major actions are being performed. It discusses behaviors that contribute to organizational climate and commitment.

Van Scotter (2000) has stated in his study that it is preserved with enthusiasm, ability of doing task without being asked, assisting other team mates and helping them and defending the one's organization, is the performance of employees (De Boer et al., 2015; Hakim & Fernandes, 2017). The task performance includes the final product, employee's supervision, major planning and other related activities. Contextual performance and task performance are being dealt with as different modes of subjective behavior that add on the individuals for their improved outputs. The task segment of performance is based on modules of core activities and organizational behavior in the prescribed job discrepancies (Torlak & Kuzey, 2019; Wen et al., 2019).

Leaders with the effective and efficient leadership traits are proved to be more passionate while being involvement in activities, shares the participative approach, help others to overcome shortcomings rather than pointing out mistakes, and articulate their vision more clearly. Moreover, the person with effective traits addresses themselves more efficiently in being

extrovert and social human being, respect others and value them as capital resource. Hence, Mróz and Kaleta, (2016) concluded that, attributes of leader are advocates of job performance. Leadership attributes may approve itself to be the predictors of job performance and advocates as well, for work which requires social activities, interpersonal interaction and coordination. (Ma et al., 2021). The durable vision and mission of the organizations has major contribution to screen a clear objectives and education managers play a pivotal role to achieve these goals. So, it is necessary for leaders to have some special traits to manage all the situations and leads towards the achievement of setting objectives (Baek et al., 2018).

The leaders take many initiatives to uplift the organizations, in all these scenario the leader communicate with other employees in making new policies and implement them appropriately (Zulfqar, et al., 2016). Moreover, higher authorities provide effective working environment to the workers at workplace in order to get a desire outcomes. The leadership shows a supportive gesture towards the subordinates and do work with others in the field and highlight the problem while performing the specific tasks and tell them how to overcome these barriers (Ribeiro et al., 2018). The leadership profound an effective demonstration before the workers and render a clear conversation about the various tasks and bound them to complete them in time. He/she also highlights the benefits and loss of organizations and employees while completing the professional activities in time or later (Gulluce, et al., 2016; Northouse et al., 2015).

The work engagement is a major tool to fulfill the need of an organization. The leaders invites the employees to participate in all the managerial activities and appreciate their suggestions. The higher authorities handle the queries appropriately which are initiated by the experienced workers (Decuypere & Schaufeli, 2020). With engagement of the employees in various activities is a virtuous source to enhance their working competencies which leads to maximum outcomes. In other hand, employees

feel confident and do work with more dedication which play a vital contribution for growth of whole system (Karia, et al., 2019). Due to engagement of the employees in administrative role boost the potential among workers and do work for achieving the common goals which is also a success of leadership and develop the whole performance (Saad et al., 2018). The previous researches emphasized on the engagement of the employees with leaders for the enhancement of job performance (Prieto-Díez et al., 2022).

METHODOLOGY

This study is a quantitative and based on correlational research design. The population was secondary school teachers from Hafizabad and 289 respondents were administered by using simple random sampling technique. Research data was gathered with five point’s scale, Liker scale from participants through questionnaire by applying survey method. Whereas, leadership attributes questionnaire was adopted from John and Srivastava (1999)), Utrech Work Engagement Scale (UWES-9S) was adopted from Schaufeli, Bakker and Salanova (2006) and Teacher Job Performance Scale (TJPS) was

adopted from Goodman and Svyantek (1999). For this research Alpha value was exceeded 0.7 by applying Cronbach’s (Chin, 2010; Cronbach, 1951; Nunnally, 1978). Additionally, content and face validity was ensured with the help of experts (Gray, 2014; Creswell, 2014). To analyse the main objectives of this research, descriptive; Mean, Standard Deviation, and inferential statistics; Pearson Correlation and Multiple Regression was used whereas, analysis was processed on SPSS-25.

Objectives

- To find out the correlation between leadership attributes and performance of teaching faculty.
- To examine the correlation between work engagement and performance of teaching faculty.
- To evaluate the effect of leadership attributes on performance of teaching faculty.
- To identify the effect of work engagement on performance of teaching faculty.

DATA ANALYSIS

Table 1. Descriptive Analysis

Statements	M	SD
Classroom Management	3.58	.92
Communication and Presentation Skills	3.25	.97
Time Management	3.30	.95
Problem Solving	3.29	.96
Change Management	3.14	.99
Leadership Attributes	3.31	.96
Vigor	3.22	.96
Dedication	3.20	.94
Absorption	3.13	.97
Work Engagement	3.18	.95
Contextual Performance	3.36	.95
Task Performance	3.29	.98
Job Performance	3.32	.96

To examine the level of respondents about study constructs, the mean of the factors about leadership attributes was 3.24 to 3.58 and overall

M=3.45, while, mean value was indicated from 3.13 to 3.22 and cumulative M= for work engagement, whereas, mean of the dimensions

about job performance was 3.29 to 3.36 and overall M= . It indicated that respondents were agreed regarding all the study constructs.

Table 2. Pearson Correlation

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
Classroom Management	1					
Communication and Presentation Skills	.338(**)	1				
Time Management	.469(**)	.388(**)	1			
Problem Solving	.435(**)	.344(**)	.287(**)	1		
Change Management	.411(**)	.359(**)	.379(**)	.364(**)	1	
Job Performance	.413(**)	.363(**)	.333(**)	.413(**)	.361(**)	1

\*\* *Significant level = < .05*

To examine the co-relation between the facets of leadership attributes and job performance. The findings indicated a moderate association of all

Table 3. Pearson Correlation

the factors of LA with JP which showed r value of .413, .363, .333, 413 and .361 respectively.

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
Vigor	1			
Dedication	.377(**)	1		
Absorption	.387(**)	.339(**)	1	
Job Performance	.382(**)	.323(**)	.366(**)	1

To examine the co-relation between the facets of work engagement and job performance. The results indicated a moderate association of all the

Table 4. Pearson Correlation

factors of WE with JP which showed r value of .382, .323 and .366.

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>
Leadership Attributes	1		
Employees' Engagement	.388(**)	1	
Job Performance	.377(**)	.357(**)	1

To examine the co-relation in leadership attributes and work engagement with work performance. The findings indicated a moderate

association of LA and WE with JP which showed r value of .377 and .357 respectively.

Table 5. Multiple Regression Analysis

<i>DV</i>	<i>Constructs</i>	<i>Std. Er</i>	<i>Beta</i>	<i>t</i>	<i>Sig</i>
Job performance	(Constant)				
	Classroom Management	.076	.480	6.27	.00*
	Curriculum and Presentation Skills	.051	.248	4.82	.00*
	Time Management	.065	.321	4.91	.00*
	Problem Solving	.058	.441	7.50	.00*
	Change Management	.063	.372	5.87	.00*

The findings of regression analysis indicated a moderate effect of all the dimensions of LA on JP which showed a beta value of .480, .321, .441  
Table 6. Multiple Regression Analysis

and .372 only factor curriculum and presentation skills showed a weak effect with beta value .248.

<i>DV</i>	<i>Constructs</i>	<i>Std. Er</i>	<i>Beta</i>	<i>t</i>	<i>Sig</i>
Job performance	(Constant)				
	Vigor	.047	.359	7.52	.00*
	Dedication	.063	.308	4.88	.00*
	Absorption	.050	.294	5.81	.00*

The results of regression analysis about the effect of WE on JP evaluated the moderate effect with beta with beta value .248, .359, .308 and .294

which showed WE was positively predictor of JP.

Table 7. Multiple Regression Analysis

<i>DV</i>	<i>Constructs</i>	<i>Std. Er</i>	<i>Beta</i>	<i>t</i>	<i>Sig</i>
Job performance	(Constant)				
	Leadership Attributes	.063	.372	5.87	.00*
	Employees' Engagement	.053	.320	6.07	.00*



The findings of regression analysis indicated a moderate effect of LA and WE on JP which showed a beta value of .372 and .320 which showed a moderate effect of leadership attributes and work engagement on job performance.

## Conclusions

It was concluded that respondents were agreed about all the constructs of this research such as; leadership attributes, work engagement and job performance. The results indicated that leadership attributes and work engagement had moderate association with performance of teachers. Moreover, leadership attributes and work engagement had predictor of job performance. Whereas, leadership attributes had more significant effect on job performance than that of work engagement.

## Discussion and Recommendations

Secondary education regulates the nature and extent of a person's activities as a civilian and economic participant, whether it is personal or national interest. History is the witness that the states, who promoted secondary school education before time, have got advantageous position through this way as a linkage involving primary and secondary education and the supplier of standard individual's asserts for the sake of workers marketplace. In south Asia nations remain tenaciously very less literacy rate at secondary level. Additionally, this is probably going to change quickly in the coming time as the present grade school pupils become mature enough for secondary school. Countries are tiring hard to meet the challenges and objectives set of sustainable development goals and these objectives are being upheld by many nations. This study gives inadequate directions how to improve education standards state. Previous researchers discovered no perspective on the way to deal with upgrading the pertinence of secondary education level. This level also comprises educational syllabus and professional development changes that underscore abilities to ensure for jobs and social living standards.

Secondary school education is non-stop influential stage indoctrinate a worthy scheme inside the children. Thus, workshops and seminars must be conducted in order to adopt the leadership styles for the enhancement of job performance of the academic staff so that the teaching staff must participate in various activities perform by the executive authorities in school.

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