

Leadership Styles and School Effectiveness

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Abstract: Leadership is the act of motivating subordinates to carry out specific functions to achieve organizational objectives. Leadership is key to institutional growth and development. Leadership styles are ways and methods employed by leaders to govern subordinates under them. Leadership styles are behaviors and practices adopted by organizational leaders to direct the affairs of the organization for success. Both Leadership and Leadership styles are crucial to the realization of institutional objectives. The paper adopted a review research to examine different types of leadership styles and their impact on teacher's job performance and students' academic performance in the schools. Secondary data were collected based on the inclusion and exclusion method. Secondary data were collected from online publications and print materials. 93 publications were collected and 52 literatures were finally used. The content analysis method was used to select the literature. The review results showed that visionary leadership style, strategic leadership style, coaching leadership style, situational leadership style and charismatic leadership styles have an impact on school administration in the areas of teachers' job performance and students' academic performance in schools.

Keywords: School administrators, Leadership styles.

Introduction

A leader is someone who inspires passion and motivation in followers. A leader is someone with a vision and the path to realizing it. A leader is someone who ensures their team has support and tools to achieve their goals. In general, the role of a leader is to coach, guide, and inspire others (Perry, 2022). They motivate teams through challenging times and guide individuals through their career progressions. A leader manages individuals to keep teams aligned and working toward shared goals. They foster a collaborative culture and lead by example (Perry, 2022). A leader is defined as someone who performs managerial roles in an organization, such as decision-making and implementing plans.

A leader is someone who is in charge of organizing, guiding, and managing others. They are visionaries who motivate and encourage their team to reach the desired outcome (Pandey 2023). The role of a leader may be more crucial than ever in today's environment. In this article, let's learn about the roles and responsibilities of a leader. A leader is someone who directs and motivates a group of people or an individual to accomplish a certain goal. Those who are leaders inspire followers to take the initiatives necessary for success. The abilities required to be an effective leader must be developed via learning and practice (Pandey 2023). From the above, a leader is a person who inspires others to work and carry out specific responsibilities. A leader is someone who identifies a goal and achieves the goal.

Leadership is the act of motivating subordinates to carry out specific functions to achieve organizational objectives. Leadership is key to institutional growth and development. Ogunode, (2023) noted that leadership is the process of motivating people to carry out functions. Leadership is an inbuilt and acquired knowledge of inspiring, directing, guiding and ensuring people that who are supposed to carry out some responsibilities carry them out at the right time. Leadership is an act of practically motivating and supervising subordinates to carry out specific tasks for institutions to realize the institution's objectives. Leadership is the process of ensuring specific assignments are carried out by those who are assigned to carry them out trot the act of personal and acquired skills of motivation and organization. Adwella (2014) saw leadership as the operational tool in influencing people to strive willingly and enthusiastically towards the achievement of organisational goals, including secondary schools. According to Kruse (2013) "Leadership is a process of social influence, which maximises the efforts of others towards the achievement of a goal" In his view, Nworgu (1991) stated that leadership is the process of influencing the activities of a group of people by a leader in effort towards goal achievement. Similarly, Igbal, Anwar, and Haider (2015) see leadership as a process, by which leaders can direct, guide and influence the behaviour and work of others towards the accomplishment of a specific goal in a given situation. From the above, leadership is the act of giving direction to followers. Leadership is the provision of guidance and leadership is the process of motivating others to perform some specific assignment without forcing them. Leadership is the ability and capacity to inspire and motivate people to work and to create an atmosphere to work. Leadership is a person with qualities of foresight, self-confidence and personal integrity capable of using them to guide and direct others. Leadership is a process that involves influencing people to carry out some responsibilities without forcing them.

Many factors determine leadership success or failure in institutions. The level of leadership training, motivation, team spirit, work environment, management policies, level of supervision and leadership styles. Leadership styles are very important to leaders. Leadership styles help leaders to provide solutions to organizational problems in their respective problems (Ogunode, 2023). Leadership styles are ways and methods employed by leaders to govern subordinates under them. Okumbe, (1998) viewed leadership styles as particular behaviors applied by a leader to motivate subordinates to achieve the objectives of the organization. Akinwumiju & Olaniyan (1996), and Adeyemi (2006), leadership style is seen as a process through which the leader influences others in the process of attaining the group goal. As a process, it requires that the leader has a laid down procedure to follow in his/her leadership activities, and such a leader has specific direction to follow. Oyetunyi (2006), leadership style is the way a leader leads. Some leaders are more interested in the work to be done than in the people they work with, whilst others pay more attention to their relationship with subordinates than the job. Both Leadership and leadership styles are crucial to the realization of institutional objectives. Leadership style in this paper is the unique way a leader coordinates the affairs of the institutions towards attaining the objectives of the institution.

Theories of Leadership

It is important for school administrator to understand leadership theories and how they impact their leadership style. By recognizing what leadership style a leader gravitate toward, or what leadership theory the leader will like to employ, can help in determine how to be the most effective school leader possible. Understanding the leadership theories and styles in the school system, will make it possible for school leaders to understand what can be done to improve on it. Leadership theories are the explanations of how and why certain people become leaders. This theories focus on behaviors and traits such as adequate self-organizational skills, good moral and ethical standards, high learning efficiencies, abilities to nurture the

development and growth of subordinates, encouraging relationship that leaders can adopt to increase their leadership potentials.

Leadership theories explain how leaders can develop these traits because “The function of leadership is to produce more leaders, not followers.” Different leadership theories encourage stronger and more effective leadership that will help followers to work efficiently towards expected outcomes

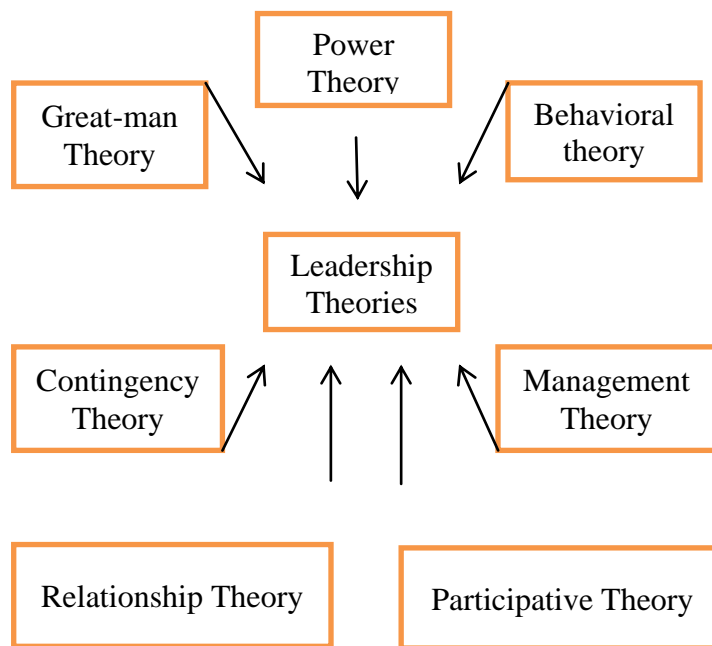


Figure 1: Types of Leadership Theories

Source: Ogunode, Ojochnemi & Ayoko (2023)

Leadership Styles in Educational Organizations

According to Ogunode, Olowonefa & Ayoko (2023), School administrators have opportunities to adopt different leadership styles that best suit the situation of their schools. Leadership styles are very important in school management and administration. It provides opportunities for school leaders to solve pressing school challenges

School administrators in Nigeria are faced with the challenges of adopting the right and most effective leadership style to address these problems in the educational system. It is a major factor in determining the success and progress of an institution. It is the key to success in every organization because it can either influence the climate of the school positively or negatively. Without effective leadership, even an institution full of talented teachers will surely drift without purpose. This paper is aimed to discuss the importance of the leadership styles as the tools that can be used to address the problems of poor students’ academic performance and low teachers’ job performances in educational organizations across the country.

a). Concept of Visionary Leadership Style

Visionary leaders inspire others to work toward a vision for the future. Pros. Visionary leaders inspire and motivate others with their vision for the future. They encourage creative thinking and innovation by challenging the status quo and promoting new ideas. They can face difficulty communicating their grand vision, which can result in misunderstandings or confusion among team

members. Visionary leaders may also establish ambitious goals that can be challenging to achieve, potentially creating pressure and fostering unrealistic expectations. Becker (2023) observed that visionary leadership focuses on future and long-term goals. They aim to inspire and guide their team towards the achievement of a shared vision. This type of leader encourages collaboration, emotional intelligence, and teamwork. They also foster a culture of innovation and change, encouraging individuals to embrace new ideas and approaches. Visionary leaders can create a clear plan for employees to follow and execute.

They are powerful and persuasive communicators, which help in energizing the teams toward impactful business growth. As the focus is on future growth, visionary leaders can forecast potential roadblocks and outline action plans, giving employees increased confidence during uncertainty or challenging times. Teams can do more and enjoy their work more if they have a vision to work toward. This type of leader offers vision statements and other tools to inspire and motivate teams to engage at work (Becker 2023). Indeed (2023) maintained that Visionary leaders possess a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike. Visionary style is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or restructuring. Visionary leaders tend to be persistent and bold, strategic and open to taking risks. They're often described as inspirational, optimistic, innovative and magnetic

From the above, this paper defined visionary leadership style as leadership style where the leaders set a clear vision for the institutions and the various staff in the institutions. Visionary leaders give more attention to communication in educational institutions.

Visionary leaders create a vision for their team members and create clear communication that inspires team members to work. Visionary leaders are inclusive because they understand the value of their team members and know how to get the vision across to them. Visionary leaders are leaders with big dreams and visions. They are thinkers and optimistic about their vision. They believe in their vision with an unmatched passion driven by the sincere belief that it can and will happen (with the help of a team of course). Visionary leader clearly understands what direction the institutions need to proceed and how to get the institutions there.

On the merits side, visionary leader has their eyes on the set vision and prize. Visionary leaders are not discouraged by minor setbacks and internal problems. Visionary leaders are good at creating plans to deal with crises or unexpected obstacles. Visionary leadership leads to the attainment of institutional objectives.

The demerit of the Visionary leadership style is that it is often a problem with a short-term focus. Visionary leaders aren't crazy about the opinions of others who see the future differently than they do. The problem is that visionary leaders' personalities can overwhelm a company's goals and brand so that the company becomes all about them.

McMackin (2022) listed the following as advantages of the visionary leadership style

1. Directional Hyperfocus: Visionaries have a way of always bringing it back to the main vision, ensuring that everyone is on track and heading in the right direction. Small bumps in the road are no match for their persistence and desire for the vision to come to fruition. These long-term thinkers pair well with the short-term and day-to-day team members who implement the work needed to achieve the vision.

2. Comfortable with Risk: When there is something worth striving for, risks are part of the game. Visionaries are more likely to take calculated risks because they can see the bigger picture and therefore more accurately understand not only the cost but the potential gain. Their optimistic nature also helps calm the nerves when it comes to making any kind of jump.

3. Optimistic Energy: Has it been mentioned yet that visionaries are optimistic people? One of the most lovable qualities of a visionary leader is their unwavering optimism and dedication to the vision. Their energy is contagious and people can't help but jump on board the visionary train. Visionaries play an important role when it comes to inspiring a team to action and assigning meaning to their work.

4. Creativity and Innovation: Visionaries are known to be creative and innovative, they have to have a clear vision of the future in which their idea comes to life. Much like inspiring optimism in their teams, they also inspire people to let their creative juices flow. They encourage an environment where innovation can thrive by establishing it as the norm. While their ability to be creative and innovative is unmatched, permitting others to exercise these often suppressed qualities creates the perfect environment for future visionaries to spread their wings.

5. Inspiration and Direction: At their best, visionaries are simply great people to be around. They are known not just for their value but also for acknowledging workers' achievements and recognizing their contributions to the overall vision. Appreciated people are more likely to give it their all and help advance the vision for everyone. Visionaries create a united front of inspired people with a common goal.

McMackin (2022) listed the following as disadvantages of the visionary leadership style

1. Hyperfocus on the Wrong Things: Visionaries tend to hyperfocus on the big picture and neglect the details and processes that would allow them to reach the end goal. This can leave a team frustrated as they can see the vision but lack any kind of instructions on how to make it happen. The big vision can be overwhelming to a team when there is no guidance on how to obtain it.

2 Disconnected from Reality: While the visionary is focused on the big picture and distant vision, they tend to ignore the present as it seems much less interesting than the "what ifs". This lack of day-to-day perspective and guidance can lead to additional frustration from a team that struggles to see the clear path to the vision or even their roles in obtaining it. The team may also tire of having to constantly remind the visionary that we live on planet Earth and the laws of physics (or general business) apply here.

3. Bore Easily: A bored visionary is problematic as they rely heavily on the energy that comes with exciting opportunities. When that energy fades, they tend to look for the next hit of excitement. A solo-preneur may benefit from the ability to quickly pivot to new projects but an organization (like a large boat) takes time and energy to change directions. While change is sometimes warranted, if it isn't planned properly (with everyone onboard) it could turn out to be a huge waste of resources and increase the time needed to arrive at the destination.

4. Inconsiderate of Succession Planning: To a visionary, succession planning is working backwards... not their strong suit. Who needs to plan for succession when you are so focused on the end goal and so optimistic that you will achieve it? Long-term vision can sometimes blind you to short-term realities which can be stressful for management as well as the team.

5. Lack of Communication: When a visionary leader is left unchecked, they are significantly less likely to follow through and even less likely to communicate any changes or ideas with the team. Lack of communication can be the nail in the coffin when those involved in implementing the strategy are left out of the loop. In 2019, the Harvard Business Review released an article called Why Visionary Leadership Fails which discusses the idea of risk management through communication and team involvement.

b). Concept of Strategic Leadership

Becker (2023) noted that strategic leaders sit between a company's primary operations and its growth opportunities. This form of leadership requires vision, competitive awareness, and adaptability. These leaders accept the burden of executive interests but also ensure that Strategic leaders aim to guide their organization toward its long-term goals. By utilizing this leadership style, you can create a forward-thinking, agile, and adaptable organization that can thrive in today's dynamic business landscape. Strategic leaders tie plans for growth and strategy to how they manage a team. They ask questions, develop and execute strategies, and consider future growth. This approach supports popular business goals like Accountability, Productivity, Collaboration and Transparency. Strategic thinking supports many employees at once, so it's a desirable style for many companies. It encourages visualization, planning, and making the most of existing resources, and it can motivate employees. Panchal (2021) noted that Strategic leaders are known for thinking ahead of the curve. They are always preparing to implement a strategy to meet the vision in the future. These leaders can detect the lacking problem in a workplace and strategically eliminate it or balance it. They are dedicated, effective communicators, master strategists, and visionaries and are very well structured to initiate their planning.

From the above, strategic leadership style can be seen as a leadership style that can provide an organizational perspective. It means they can examine different components and predict the future. Their leadership framework has a vivid understanding of organizational components and how they need to work together to move in a particular direction. Not to mention deciding what that direction must be for an organization. It helps management understand the weight of every decision, ranging from product to hiring. It also gives them insight into how their decision will impact the whole industry and what implications further bounce back to them as well. They prevent the experts in the companies from not being blindsided by their limitations of the 'big picture and frame the potential impacts of every decision on the map.

Panchal (2021) outlined the advantages of strategic leadership including;

1. Encourage Objective Thinking: The leadership heads in the company often get caught up in handling the day-to-day operations. Strategic leaders are capable of objectively thinking and analyzing the decisions made in the organization. They can look beyond and aim for the long-term vision of anything present, giving the organization a strategic advantage in its vision.

2. Creating Framework for Strategic Decisions: Strategic leaders install a strategic model for every employee to consider before making decisions. This allows strategic leaders to strategically optimize the employees' decision-making skills for their long-term potential. So, every decision made in the company is strategic, considering its full-length impact on the company from the beginning to the later. It helps companies to leverage their strength and double down on what consists of more potential for the company. It also helps in setting up the right objectives more confidently. Not to mention helping employees to mitigate their weaknesses as well.

3. Enforces an Objective Assessment: An objective assessment of all the tasks and operations going on in the company is essential. Strategic leaders develop the discipline enabling the senior management to take back their steps from randomly moving from one task to another. And they need to objectively assess the potential and long-term requirements of the operations and tasks. It allows the organization to focus on what's more important than others considering it for a long-term game. It gives them a big picture to see rather than get consumed by every next problem in the organization.

4. Helps Creating an Action Plan: Strategic leaders help create a more intuitive and fail-proof action plan with a set of objectives and tasks for the company. These tasks and objectives are very clearly defined and lead the organization towards a centric goal of the brand. It ensures that no different tasks or objectives are contradictory to one another or the mission statement or branding of the organization. They also help put the system in place that monitors the progress of each of these objectives and tasks.

5. Bring More Clarity to Tasks: When one knows a particular task's future implications and potential, it is certainly clearer to approach it. And that's why strategic leaders help employees to evaluate the weight of particular tasks concerning overall company goals. Most of the time, employees do not understand the significance of certain tasks, or there is just too much direction to move. Strategic leaders give them a route that leads the company to gain the maximum benefit within the given timeline.

Panchal (2021) outlined the disadvantages of strategic leadership including;

1. Over-Reliance on Predicting the Future: When the framework always tries to assess the futuristic implication of every policy or guideline drafting, it is something that is not set in stone. As no one can predict the future, at the end of the day, all the predictions and implications are merely potential possibilities. So, all in all, it becomes good guesswork that never really guarantees the right choices. This can either make organizations take a gloomy approach to the future where they think of all the worst scenarios. Or they consider it as a rosy pathway and end up hurting their organization by avoiding the risk-management strategies. Either way, over-reliance on predicting the future is bad for the organization in one way or another.

2. Tunnel Vision of the strategic leader: Strategic leaders focus on the current operations and tasks going on in the organization and how they will impact the future. So, they don't have much room to look at the organization's current problems. They create a 'tunnel vision' for themselves where they can't see what is in front of them but only the problems ahead of them. It is possible that these problems can be handled in other ways by the management and don't concern the strategic leader at all. But it does hinder and impact the current situation of the organization.

3 Difficulty Due To Flexibility: Strategic leaders can be adaptable, but their framework for the employees to optimize their decisions is certainly not. They are, in fact, disruptive in the sense that everyone has to adapt to this more intricate level of making decisions and completing tasks. This calls for people to be highly flexible and adapt to the changes in strategic planning. So, strategic planning does have adverse effects on the organization as it often distracts the people in its implementation rather than making it easier. The way of doing it becomes more difficult than actually doing it.

4. May Stall Company's Growth: Strategic leaders impact the organization immensely, especially when it starts to roll out the implementation. The personality of the strategic leader carries too much stake for the organization as he or she is what decides the very turn the company will take.

For example, if the leader is more open to risk and has an idealistic approach to the future, they might miss the problems that are currently at risk. On the other hand, if they are more conservative and not open to taking risks, they can halt the company's growth. It might just slow down the company's growth or even make it stagnant. And just like the example, many reasons lead to such consequences, so this very nature of extreme results being over-dependent on the leader is a bit too much to bear.

3). Concept of Coaching Leadership Style

The coaching leadership style is that in which leaders are interested in helping the individual in the team to develop team spirit and work together. Coaching leadership style is a leadership style that builds individuals and teams to achieve institutional objectives. Indeed (2023) observed that a coaching leader is someone who can quickly recognize their team members' strengths, weaknesses and motivations to help each individual improve. This type of leader often assists team members in setting smart goals and then provides regular feedback with challenging projects to promote growth. They set clear expectations and create a positive, motivating environment. The coach leadership style is one of the most advantageous for employers as well as the employees they manage. Unfortunately, it's often also one of the most underused styles—largely because it can be more time-intensive than other types of leadership. Coaching leaders are supportive and value learning as a way of growing. They're self-aware, offer guidance instead of giving commands and ask guided questions. Becker (2023) A coaching leader focuses on identifying and nurturing the individual strengths of each member of the team and developing strategies that will enable teams to work better together. This style is similar to strategic and democratic leadership, but it emphasizes individual employees' success. A manager with this leadership style might help employees improve on their strengths by giving them new tasks to try, Offering guidance and Meeting to discuss constructive feedback. Melbado (undated) noted that coaching leadership style can help to improve communication and collaboration in the institutions. This is because coaching encourages employees to share their ideas and concerns openly, and also provides opportunities for employees to work together to find solutions. The coaching leadership style can be a great way to do this, as it encourages open dialogue and allows employees to work together towards common goals.

The coaching leadership style can be extremely beneficial for school businesses, as it can help to improve problem-solving skills and decision-making abilities within the organization. This type of leadership involves working with employees to identify areas where they need improvement and then providing them with the resources and support they need to reach their goals (Melbado, undated).

The coaching leadership style can help to create a positive and productive work environment. Coaching leadership style can provide regular feedback and support, which can help employees stay on track and improve their performance over time. Coaching leadership style improved employee morale and motivation. Coaching leadership style helps to build trust and teamwork, as employees learn to rely on each other for support. Coaching leadership style improves communication and collaboration and can help reduce conflict within a business, as employees are more likely to understand each other's perspectives. Coaching as a leadership style is that it can help to improve problem-solving skills within an organization.

On the positive side, coaching leadership motivates team members who enjoy being a part of a unified group. Team members receive clear expectations, which creates skilled, productive individuals who can go on to coach others. On the negative side, institutions that require rapid results should avoid coaching leadership, as it requires patience. Coaching leadership only

works if team members are open to working with this kind of leader. If there is no team chemistry, this style of leadership will suffer.

Future of Work (2023a) outlined the following as advantages of coaching leadership style

1. This leadership style produces a positive workplace environment: Leaders who utilize the coaching leadership style can create a stable, positive workplace environment. That is because the goal of this leadership style is to help others be able to improve their performance. They don't hold someone's hand while they do their job. They will provide important feedback to the person to encourage them how to make it through a difficult situation.

2. Employees know what is expected of them: Coaching leaders don't hide anything from their team. They share the expectations openly and clearly to ensure that everyone knows what is expected of them. These leaders make sure there are no questions left unanswered before a project is started. This process makes it possible for an entire team to understand what the overall strategy of a project or concept happens to be, which gets everyone onto the same page.

3. It increases the skill set available to the individual worker: Coaching leadership involves high levels of personal mentorship. These mentoring processes are directly associated with the potential to improve skill competence levels at every level. Not only does this improve productivity levels and the quality of work being performed, but it also sets the stage for future leaders to continue using the coaching leadership style when they can ascend into a management position.

4. The coaching leadership style can create competitive advantages: One of the biggest issues facing organizations today is turnover. When organizations lose an employee, they are losing someone with soft skills that are difficult to imitate. That is why large training investments are put into the new employee orientation process. When coaching leaders are present, turnover rates go down. More soft skills are retained and enhanced. That makes it possible for a company to attain a competitive advantage in their industry.

5. It makes it easier for a company to endure a time of change: Some companies go through change when they need to evolve a service or product. Others see change happen all the time because they operate within a fast-paced industry. When the coaching leadership style is present, it is easier for teams to accept changes when they occur. Even if the coaching advice is not initially accepted by a team, proving that there is usefulness in the advice being offered will help it become accepted eventually.

Future of Work (2023a) outlined the following as disadvantages of coaching leadership style

1. It takes time for the coaching leadership style to be effective: The coaching leadership style is one of the least-used management styles in the modern workplace. Leaders aren't using this option for one basic reason: they don't feel like they have the time to stop and help others with their responsibilities. It requires a lot of time and plenty of patience for this leadership style to start producing results. Some organizations may not be in a position where they can make such an upfront investment.

2. Coaching leaders must be skilled in leadership: The effectiveness of a mentoring or coaching relationship is dependent upon the skills of the leader involved. When the characteristics of coaching leadership are implemented poorly, or they are integrated ineffectively, then it can create problems on multiple levels. Without proper skills, there is a greater risk that individuals will receive advice that doesn't address specific skill development areas, even though the intent is to do so.

3. Mentoring is not always the right approach: Some situations can be improved by the coaching leadership style. When a coaching leader is forced to work harder than the person being mentored to create results, then you've created an equation that will lead to frustration and disappointment. Coaching requires a collaborative relationship. It will not solve universal problems or create quick fixes. If someone is not invested, then a coach isn't going to change their mind.

4. It requires specific coaches for each situation: You must be able to find the right leader when wanting to implement a coaching leadership style at the professional level. Great coaches don't always translate into great leaders for a specific organization. There needs to be chemistry between the manager and the direct reports for this style to be effective. If there's no trust right at the beginning, then you must move on to the next candidate. Great coaching leaders draw upon their own life experiences and have specific training in this management style. You must be leery of anyone who says they use this style but do not believe in training or experience for implementation.

4). Concept of Situational Leadership Style

Situational leadership style is a leadership style that develops the leadership approach towards the individual, the team and the institutional needs. Becker (2023) Situational leaders change their management style to meet the needs of the situation or team. It suggests that effective leaders must adapt their leadership style to match the readiness and development levels of their team members. Becker (2023) submitted that leadership style involves analyzing specific situations, assessing the competence and commitment of individuals, and adjusting the leadership approach accordingly. It is proactive and recognizes that change is the only constant. This leadership approach can motivate employees and ensure that people aren't stuck working in a way that doesn't make sense for the situation. It's also valuable for startups or businesses requiring frequent changes and flexible talent and support. Situational leaders are great communicators and use team feedback to make decisions. They also analyze market changes and can quickly evaluate and update processes to ensure success. This can create strong relationships and help employees see and feel their value to the business. Situational leadership is based on the idea that one leadership style is not inherently better than another. Instead, a person's situation (hence the name) should determine the type of leadership they practice. Siagian (2007) noted that the situational leadership style is a leadership style that focuses on the suitability or effectiveness of the leadership style by the maturity of followers about certain tasks. It is emphasized by Miftah (2012) that situational leadership is based on the interrelation of 1) several instructions and directions given by the leadership; 2) the amount of social support given by the leadership; 3) the level of readiness or maturity of the followers shown in carrying out specific tasks, functions or specific objectives. Lian & Fitria (2020) viewed situational leadership style as an art or behaviour to influence someone through their work to achieve the desired goals

Making Business Matter (2020) outlined the advantages of situational leadership including:

1. **Increased Flexibility:** Situational leadership allows leaders to adjust their leadership style based on the situation, which can increase flexibility and adaptability. By recognizing that different situations require different approaches, leaders can more effectively respond to changing circumstances. This increased flexibility can also help leaders to build trust and credibility with their followers, as they demonstrate their ability to adapt to different situations.
2. **Improved Communication:** Situational leadership emphasizes communication between the leader and followers, which can improve relationships and collaboration. Leaders who use a situational leadership style are encouraged to seek feedback and input from their followers, creating a more open and collaborative work environment.

3. **More Efficient Resource Allocation:** Situational leadership can help leaders allocate resources more efficiently by focusing on the most important tasks at hand. By assessing the situation and determining the appropriate leadership style, leaders can **prioritise** tasks and allocate resources accordingly. This can help to ensure that resources are not wasted on unimportant tasks or projects, resulting in more efficient and productive use of resources.
4. **Enhanced Motivation:** Situational leadership can enhance motivation by aligning leadership style with the needs and abilities of followers. By matching the level of direction and support to the competence and commitment level of followers, leaders can help to create a more motivating work environment. This can help to improve morale and job satisfaction, leading to increased productivity and better outcomes.
5. **Better Decision-making:** Situational leadership can lead to better decision-making by considering a variety of factors that impact the situation. By assessing follower competence and commitment, as well as other situational factors, leaders can make more informed decisions about the appropriate leadership style to use. This can help to ensure that decisions are based on a comprehensive understanding of the situation, leading to better outcomes and more successful projects.

Making Business Matter (2020) outlined the disadvantages of situational leadership to include;

1. **Complexity:** Situational leadership can be complex and difficult to implement, as it requires a deep understanding of both the situation and the needs of the followers. One way to overcome this disadvantage is to provide training and development for leaders on situational leadership theory and how to apply it in practice. This can help to build leaders' understanding and confidence in their ability to use situational leadership effectively.
2. **Time-Consuming:** Situational leadership can be time-consuming, as leaders need to constantly assess the situation and adjust their style accordingly. To overcome this disadvantage, leaders can streamline their assessment process by focusing on key factors that impact the situation, such as follower competence and commitment. Additionally, leaders can delegate certain tasks or responsibilities to trusted team members, freeing up more time to focus on leadership and decision-making.
3. **Potential for Misinterpretation:** Situational leadership can be misinterpreted by followers, leading to confusion or mistrust. To overcome this disadvantage, leaders can provide regular communication and feedback to their followers, explaining their leadership decisions and how they align with the needs of the team and organization. Additionally, leaders can encourage open and honest communication from their followers, creating a more transparent and supportive work environment.
4. **Inconsistency:** Situational leadership can lead to inconsistencies in leadership style, which can create confusion and reduce trust in the leader. To overcome this disadvantage, leaders can establish clear expectations and guidelines for situational leadership within the organization. This can include training and development for all leaders, as well as regular communication and feedback to ensure that leadership styles are consistent and aligned with the needs of the team and organization.

5. Concept of Charismatic Leadership Style

Weber in Saidu (2017) viewed charismatic leaders as being highly esteemed persons, who are gifted with exemplary qualities. These qualities include confidence, dominance, a sense of purpose, and the ability to articulate goals and ideas. Oyetunyi (2006) defined charisma as the process of influencing major changes in the attitudes and assumptions of organizational members and building commitment to the organization's objectives. In the same vein, Lussier & Achua (2001) described charismatic leaders as leaders who have distinguished qualities to inspire and motivate subordinates more than they would in a normal situation. Lawler in Saidu (2017) viewed charismatic leaders as those with vision and concern for people doing the right things. Bass in Saidu (2017) characterized the charismatic in several ways. Charisma is dependent upon the follower as well as the leader. The follower must accept the charismatic leader's vision for charisma to be realized. Under times of stress within an organization, charismatic leaders are much more likely to appear. Once an individual is identified as a charismatic person, such a definition is likely to persist.

The charismatic leader is often domineering, self-confident, and has a strong need for power. His ability to articulate a vision and engage his followers in his viewpoint makes him a transforming leader. The charismatic leader is also able to communicate to followers 'ideological goals that are readily accepted by them. To achieve this, the leader must have a deep understanding of the needs of the subordinates. Once these goals are communicated, the charismatic leader demonstrates great confidence in the followers 'ability to reach the goals. This increases the likelihood of the followers internalizing the goals and ultimately realizing them. However, personally charismatic leaders, yet retain their own goals as separate from their followers are not considered true transformational leaders. These charismatic leaders will resist empowering and developing their followers (Howell & Avolio, 1993).

Charismatic leadership involves viewing challenges as opportunities. Charismatic leaders are also aware of how they differ from others, and they aren't afraid of their uniqueness. Instead, they embrace their differences and use them to their advantage. Charismatic leaders will be willing and able to look at themselves from someone else's perspective. They can critique their behaviors and adjust their message or demeanor to have more of an impact on their team members. Charismatic leaders don't believe in a hands-off approach. They want to be involved in the day-to-day operations of their teams and have an in-depth understanding of how their employees are doing. Charismatic leaders are highly generous. They're willing to give their time and resources (such as contacts, training materials, etc.) to others to help them accomplish their goals and help the team progress. Charismatic leaders are comfortable in a variety of social situations. They know how to help others feel comfortable as well.

From the above, charismatic leadership in this paper can be seen as a leadership style that is hinged on the leader's charm, confidence, and vision. Charismatic leadership is the process whereby a leader uses his or her natural charisma gift to motivate and inspire people. Charismatic leaders are anchored on the motivation and inspiration of leaders. Charismatic leaders create unity among staff members and motivate them to work with one another. The charismatic leadership style focuses more on the leader's personality influence on others. The leader's personality endears them to their followers, who are motivated by the leader's passion and want to follow in their footsteps. Charismatic leadership is a leadership style characterized by effective communication, connection with team members, self-aware, motivation, encouragement, comfort and innovation, creativity, humility, giver, tenacity, determination, social intelligence, and working with others and supporters. On the merit side, charismatic leadership is a leadership style that inspires others to try their hand at leadership positions. Charismatic leaders encourage motivation and engagement

among their staff. Charismatic leaders encourage and welcome innovation and creative suggestions from their staff. A charismatic leader encourages teamwork. A charismatic leader reduces stress and burnout among their staff. On the demerit side, charismatic leaders focus on the wrong things about staff. Charismatic leadership can lead to changes in staff values and orientation. Charismatic leaders can create or build dependency on individuals. Charismatic leadership does not work in every situation. Charismatic leaders can turn into leader's admirers and turn followers into always followers.

Impact of Leadership Styles on Effective School Administration

Many investigations have been carried out on the impact of leadership styles on school administration. For instance, a study by Shanti, Gunawan & Sobri (2020) determined the relationship between visionary leadership and organizational climate in the performance of high school teachers in Kediri, Indonesia. The results showed that the principal's visionary leadership was in the high category, the organizational climate was in the high category, and the teacher's performance was in the high category. The results of the study concluded that there was a positive relationship between visionary leadership and teacher performance and teacher performance. Herdayati, Harapan, Tobari, & Samsonova, (2020) did a study that determined how high leadership style and lecturers' performance on students' achievement in STIKes Muhammadiyah Palembang. The results obtained disclosed that there is no effect of visionary leadership on students' achievement, but there is an effect of lecturers' performance toward students' achievement. While tested simultaneously, the visionary leadership style and lecturer's performance toward students' achievement had significant effects.

Also, on strategic leadership style and coaching leadership style, studies by Maqbool, Zafeer HMI, Zeng, Mohammad, Khassawneh & Wu (2023) revealed that most teachers give preference strategic Leadership, then instructional leadership, and finally, cultural leadership in their teaching to sustain academic excellence. Moreover, the findings also indicated a statistically strong positive relationship among diverse leadership styles in teaching and sustaining academic excellence with the value ($r = 0.752$). Based on the findings, it has been concluded that when teachers increase their effort in the use of strategic, instructional, and cultural leadership styles, academic excellence may also be sustained and improved. Also, Broadbent (2017) concluded that strategic leadership style had a greater impact on school performance (an indication of maintaining student excellence) than the cultural leadership style in public schools as a whole and for male head teachers. In the instance of female head teachers, the cultural leadership style was much more influential than the strategic leadership style (toward shared objectives). The efficacy of the school led to the academic excellence of the students. Dong (undated) did a study and discovered that coaching leadership style has a significant indirect impact on employee performance, and organizational identity plays a completely intermediary role in the process of coaching leadership's impact on employee performance.

For situational leadership styles and charismatic leadership styles, Lian & Fitria (2020) concluded that there is influence of the principal's situational leadership style on the teacher's performance of SD Negeri in Penuguan; there is influence of teacher's professionalism on the teacher's performance of SD Negeri in the Penuguan; and there is influence of the principal's situational leadership style and teacher's professionalism together on the teacher's performance of SD Negeri in Penuguan. Another study by Saidu (2017) that examined the impact of principals' leadership styles on teaching and learning in secondary schools in the Ilorin metropolis, Kwara State revealed that situational and charismatic leadership styles had a positive impact on teaching and learning while autocratic leadership style hurt teaching and learning in secondary schools in Ilorin

metropolis. Saidu, (2017) concluded that the charismatic leadership style also had a significant impact on teaching and learning outcomes in secondary schools in the Ilorin metropolis. The principal was able to carry the subordinate along with charisma and influence. Lawler (1982) observed that the charismatic leader can communicate to followers, ideological goals that are readily accepted by them. Charismatic leadership style that leadership styles especially democratic had a significant impact on students' academic achievement because it motivated the teacher's classroom performance. Hafeez, Abbasi, & Novita, (2023) observed leadership style is observed as one of the significant elements that affect the performance of teachers and organizations. The way by which a leader gives direction and inspires others to achieve defined goals is called leadership style. They concluded that transformational, charismatic, transactional and democratic leadership styles are the most practical styles that have significantly positive impacts on the performance of teachers and organizations.

Conclusion and Recommendations

Leadership is the act of motivating subordinates to carry out specific functions to achieve organizational objectives. Leadership is key to institutional growth and development. Leadership styles are ways and methods employed by leaders to govern subordinates under them. Leadership styles are behaviors and practices adopted by organizational leaders to direct the affairs of the organization for success. Both Leadership and Leadership styles are crucial to the realization of institutional objectives. The review result indicated that visionary leadership style, strategic leadership style, coaching leadership style, situational leadership style and charismatic leadership styles are impactful in schools administration, teacher's job performance and students' academic performance in schools.

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