

## The Most Excellent Leadership Style and Psychology among Principal in Secondary School: A Review

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### Abstract

Leadership is the process of persuading others to work deliberately in a task relationship in order to achieve the desired results. Leadership is essential in organisations to carry out a goal and lead others in completing tasks. An organization will run well if the leader really has good and true leadership traits. To be effective, a leader must possess certain characteristics. The essential responsibility of school leaders is to promote the best education possible for all students, particularly disadvantaged students. To achieve this, the school leader needs to increase his or her employees' motivation, skills, and working conditions in the context of a various student body. Research found the two of the most important and durable leadership models are transformational and instructional leadership. They do, however, differ in one important way. Instructional leadership is mainly about the direction of leaders' influence because of its focus on improving teaching and learning. The processes by which enhancement occurs are secondary to this focus. Transformational leadership, on the other hand, is primarily concerned with how leaders influence their followers. Leaders are thought to inspire their followers to become more committed to organisational goals.

### Introduction

Leadership is one of the crucial roles in our daily life and can be observed in situations that you are currently in. Let us take a captain for an example, he may look composed behind the ship's helm, but he bears great responsibility and decision-making. He is accountable for the vessel and its crew member's well-being; indeed, it is not easy to oversee and control the giant in the sea. To steer the ship to its destination – safe and sound, the captain must possess exceptional leadership skills. Leadership is often emphasized as a key element in giving direction to employees, thus enabling the promotion of shared understandings of what professional quality is (Andersen et al., 2018).

Leadership can be defined as the ability to influence, motivate, and guide others to achieve a common goal or vision. It involves inspiring and empowering people to work together towards a shared objective (Winston & Patterson, 2006). According to Memon (2014) defines leadership as the means by which a person influences the behaviour, thoughts, and attitudes of others by being responsible for the direction in which the firm heads, as well as the obligation for what others see and also imagine about what lies ahead and how to attain it, whilst according (Sharma & Jain, 2013). A leader must possess excellent communication, strategic thinking, decision-making, and interpersonal skills. Leadership is a critical component of effective professional networking in education. Leaders at all levels are being challenged to collaborate and network in order to secure the best positive outcomes for students in the pursuit of school and system improvement. Professional learning networks are one of the main developments in many education systems in recent years (Azorín et al., 2020).

## **Transformational Leadership**

Transformational leadership inspires and motivates followers to achieve a common goal through vision, charisma, and personal relationships. This leader encourages their followers to think beyond their self-interest and focus on the organisation or society's greater good. They are known for their ability to create a shared vision that aligns with their values and goals, and most of the time, they work collaboratively with their followers to attain the vision. There are four factors of transformational leadership (Bass, 1998), often known as the four I's as their key component – inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence.

### Leadership Style in Transformational Leadership

- Inspirational Motivation – Motivate team members to commit to the organisation's vision.
- Intellectual Stimulation – Encourage innovation and creativity by challenging a group's customary beliefs or views.
- Individualized Consideration – Leaders who act as coaches and advisors to the team members and encourage them to reach goals that help both parties.
- Idealized Influence – An exemplary role model for the team members.

Inspirational motivation is inspiring and motivating people through the power of vision and enthusiasm. Transformational leaders create a sense of purpose and commitment among their followers by communicating a compelling vision and instilling a sense of passion and excitement about achieving it. They inspire people to transcend their self-interest and work towards a common goal, often more significant than themselves.

Intellectual stimulation boosts creativity and innovation among followers. Transformational leaders challenge their followers to think critically and outside the box, and they create an environment that fosters experimentation and risk-taking. They encourage their followers to question assumptions, seek new information, and explore new ideas, often leading to breakthroughs and innovations.

Individualized consideration is about showing genuine concern for followers' personal development and well-being. Transformational leaders provide support and guidance when needed, creating a culture of empathy and compassion. They recognize that people have different needs and that effective leadership involves tailoring one's approach to the individual needs of each follower.

Idealized influence is leading by example. Transformational leaders exhibit high ethical and moral standards and serve as role models for their followers. They embody the values and beliefs of the organization and inspire others to do the same. They lead with integrity, honesty, and transparency, inspiring trust and respect from their followers.

Efficiency is a critical element of transformational leadership (Burns, 1978), emphasising the importance of achieving results through motivation and inspiration. Transformational leaders create a culture of efficiency and productivity by setting a clear vision and empowering their followers to take ownership of their work. This can result in increased motivation and productivity.. They provide individualised support and coaching, encouraging their followers to develop skills and take on new challenges, leading to open communication, collaboration, and a more efficient work environment. They also promote teamwork and collaboration, creating a shared purpose that motivates everyone to work together towards a common goal. Through their focus on individual development and collective achievement, transformational leaders create an environment where efficiency and effectiveness go hand in hand.

### Efficiency in Transformational Leadership

- Inspiring a shared vision – Inspire their team members to work towards a common goal or vision.

- Empowering individuals – Empower their team members by giving them autonomy and ownership over their work.
- Encouraging innovation – Encourages their team members to think creatively and innovate
- Building relationships – Building strong relationships with their team members based on trust and respect.
- Providing support and resources – Provide their team members with the support and resources they need to be successful.

Transformational leadership can have a significant impact on job satisfaction in the workplace. Transformational leaders are known for creating a supportive work environment, providing opportunities for personal and professional growth, and fostering community within the organization. By empowering their followers and involving them in decision-making processes, transformational leaders create a sense of ownership and pride in their work, which can lead to higher levels of job satisfaction. Additionally, transformational leaders tend to be more communicative, provide feedback and recognition for good performance, and promote a culture of innovation and creativity, which can further enhance job satisfaction.

Transformational leaders are known for their charisma, which allows them to inspire and motivate their followers towards a shared vision (Choi et al., 2014). They also have high emotional intelligence, enabling them to empathize with others, build trust, and create positive relationships. Additionally, transformational leaders are visionary and innovative, constantly seeking new ways to improve the organization and its processes. They are also effective communicators, clearly articulating their vision and motivating others to work towards it. Finally, transformational leaders are known for their commitment to ethical and moral values, which they use to guide their decisions and actions. These traits and behaviours make transformational leaders effectively inspire and motivate their followers to achieve their full potential and work towards a common goal.

### **Instructional Leadership**

Instructional leadership in organizations refers to the leadership approach that prioritizes improving teaching and learning outcomes through the effective use of resources and the development of a positive organisational culture. Instructional leaders are responsible for providing direction, support, and feedback to educators and other stakeholders to ensure that team members receive the best possible training (Brolund, 2016). They work to create an environment that encourages innovation and continuous learning, where educators can collaborate, reflect, and grow professionally. Instructional leaders also use data-driven decision-making processes to evaluate the effectiveness of teaching methods and adjust their strategies accordingly. The ultimate goal of instructional leadership is to improve team members' outcomes and prepare them for success in their future endeavours.

Instructional leadership in organizations is similar to instructional leadership in education. Still, it focuses on improving the quality of instruction and learning outcomes in non-educational settings, such as businesses or other organizations. In this context, instructional leaders work to improve employees' knowledge, skills, and performance, as well as the overall effectiveness and productivity of the organization. Overall, instructional leadership in organizations is focused on improving the quality of instruction and learning in the workplace to improve employee performance, engagement, and overall organizational success.

Leadership style in organizations refers to the approach taken by leaders in directing and motivating their team members to achieve organizational goals. Several leadership styles include autocratic, democratic, transformational, and servant leadership. Authoritarian leaders make decisions on their own with little input from team members, whereas democratic leaders involve their teams in decision-making processes. Transformational leaders focus on inspiring and motivating team members to work towards a shared vision, while servant leaders prioritize the needs of their team members above their own. Each leadership style has strengths and weaknesses

and may better suit different situations and organizational cultures (Brolund, 2016). Effective leaders are flexible and able to adapt their leadership style to the needs of their team and the organization.

### **Leadership Style in Instructional Leadership.**

- Autocratic leadership: Makes decisions independently, with little input from team members. This style can be effective when decisions need to be made quickly or in high-pressure environments.
- Democratic leadership: Involves team members in decision-making, seeking their input and feedback. This style can foster a sense of ownership and commitment among team members.
- Transformational leadership: Focus on inspiring and motivating team members to achieve a shared vision. This style can be effective in effectively creating a positive organizational culture and drive
- Servant leadership: Prioritize the needs of their team members above their own. This style can effectively build trust and foster a sense of community within the organization.

One of the aspects that need to be addressed in the school organization management is the establishment of an active and working team able to collaborate to achieve organizational goals (Don & Raman, 2018). It requires strong communication and collaboration skills and the ability to analyse data and make data-informed decisions. Instructional leaders must prioritize and align resources to support instructional goals, provide ongoing professional development to team members, and regularly monitor and evaluate instructional practices to ensure they are effective. They should also be able to adapt to changing needs and circumstances and continuously seek to improve their leadership practices to support team member achievement better.

There can be job satisfaction when leaders apply instructional leadership in an organization (Krug, 2016). Instructional leadership involves working closely with the team leader to improve their working experience, and it can be a rewarding experience for those passionate about delivering their projects. When instructional leaders can see the positive impact of their work on team leader performance outcomes, they can feel a sense of fulfilment and satisfaction in their roles. Effective instructional leaders often work collaboratively with their colleagues and have opportunities for professional growth and development, which can contribute to job satisfaction. However, workload, resources, and organisational support can influence job satisfaction. Therefore, it is essential for organizations to create a positive and supportive work environment for instructional leaders to enhance job satisfaction and ultimately improve student learning outcomes.

### **Analysis**

According Mulyono (2018) suggests three kinds of skills that must be possessed by school principals to succeed in their leadership, namely: (1) conceptual skills; (2) human skills; and (3) technical skills. Leadership traits refer to educational leaders' personal qualities and characteristics that enable them to lead and support teaching and learning within an organization effectively (Lim, 1984). In instructional leadership, leaders must possess vision, integrity, empathy, communication skills, problem-solving ability, and a commitment to ongoing learning and improvement. Transformational leaders are known for their charisma, which allows them to inspire and motivate their followers towards a shared vision (Choi et al., 2014). They also have high emotional intelligence, enabling them to empathize with others, build trust, and create positive relationships. Additionally, transformational leaders are visionary and innovative, constantly seeking new ways to improve the organization and its processes. These traits allow leaders to inspire and motivate others towards a shared vision, build trust and credibility, create a culture of collaboration and continuous learning, and make data-driven decisions to improve teaching and learning outcomes. Effective instructional leaders also possess the ability to adapt to changing circumstances, build and maintain positive relationships, and model the behaviours and practices they expect from others. Headmaster or principal must figure out some strategies to foster a spirit of cooperation in the Organization of the school. Among them is by encouraging teachers and staff to the mutual support and interaction (Don & Raman, 2018).

Human relations skills (human skills) are a person's ability in this case the manager to work together, understand aspirations and motivate members of the organization to obtain optimal participation in order to achieve goals. Human skills are skills to work together, motivate, and lead (Mulyono, 2018). Human relations behavior carried out by the principal includes: (1) establishing cooperative relationships with teachers; (2) establish communication with teachers; (3) provide guidance and assistance in completing teacher assignments; (4) build morale / teacher work morale; (5) give awards to teachers who excel; (6) solve all problems at school; (7) involving teachers in formulating decision making; (8) resolving conflicts at school, the duty of the principal to manage conflict well; (9) respecting school regulations; and (10) creating a healthy competitive climate among teachers (Prastiawan, et al., 2020). The principal is a central force and the key to school success, so school success can be identified as the success of the principal, and vice versa, school failure is the failure of the principal. How to Develop Educational Leaders' Skills Specifically, (1) conducting an analysis of areas of concern operationally, this method is administrative behaviour carried out through a variety of activities, including leadership in Volume 501 of *Advances in Social Science, Education, and Humanities Research* 439 establishing goals; decision-making leadership making decisions; leadership through responsibilities and roles; leadership by means of coordination and consultation; leadership through staff performance evaluations; leadership by working together with the community; and Leadership is achieved through communication processes.

### Conclusion

Both transformational and instructional leadership can effectively increase job motivation, but they approach the task differently. Ultimately, the best approach for increasing job motivation will depend on the needs and preferences of your employees. Some employees may respond more positively to a transformational leadership style, while others may prefer an instructional leadership approach. It's essential to be flexible and adaptable as a leader and to tailor your approach to the individual needs of your employees. By fostering effective teamwork, school organisation will get a lot of benefit. Assignments are easy to implement and the goals achievable built more quickly and effectively. The tasks are simple to complete, making the team stronger and more productive. However, teamwork requires cooperation because it is essential in any organisation, including schools. The spirit of cooperation and brotherhood in the school's organisation was to be nurtured and developed in order to produce quality workers and high achievers. Working to improve performance, creating strong links between workers and a harmonious working environment, improving employee productivity, and reducing costs are all important aspects of school organisation. Furthermore, in developing a cooperative spirit, the headmaster or principal faces numerous challenges in dealing with the various staff. As a result, the headmaster or principal must serve as a planner, coordinator, motivator, and mentor. As a result, appropriate strategies for developing a cooperative spirit in school organisation should be implemented. Meanwhile, all teachers and staff must work hard to help the school achieve its objectives.

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