A REVIEW PAPER ON THE EFFECTS OF LEADERSHIP ELEMENTS IN THE EDUCATION PUBLIC SECTOR

DAD MOHAMMAD LIWAL

MBA Student, Faculty of Business and Management, Bakhtar University, Kabul Afghanistan.
Email: liwallam313@gmail.com

FOLAD KHAN AMARKHAIL

Faculty of Business and Management, Bakhtar University, Kabul Afghanistan.

Abstract

Quality of public services is one of the strategic issues for civil services to be actualized in terms of gaining public trust. To that end, an effective leader is a significant factor. On discoursing effective leadership, the ideal leadership standard should also be discussed so that the debate on effective leadership will always arise. This research was intended to present the ideal standard of effective leadership more deeply as well as to link the urgency of effective leadership in the public service more specifically. The results of analyses from this research proposed six main points that can be used as an ideal standard of effective leadership, namely: (1) intensive communication, (2) ease of applying influence, (3) promoting role models, (4) involving all members of the organization, (5) providing the motivation, and (6) satisfaction of the subordinates. In applying a variety of strategies to create high quality public service, an effective leader must broaden his/her perspective on the meaning of good public service and be able to build a shared vision of public service. Thus, the principal characteristics can be argued as: always have desire to make improvements to the performance of services, capable of creating the best service standards according to vision, able to organize effective services, able to strengthen relations with the communities served, as well as able to create transparency and accountability in service.

Keywords: Leadership, Education, Public Sector.

INTRODUCTION

Leadership is one of the key factors in the life of the organization, including the public sector. Leadership is always interesting and relevant to discussion, regarding this theory continues to grow and evolve. It is ranging from leadership properties as a gifted talent that have been owned since birth to leadership styles, from leadership types appropriateness on the certain situations to leadership which is seen from how he interacts with other people and be able to bring his subordinates turned up to the change as well as how effective a leader can be (Bolden et al. 2003). Leader and leadership is the need of human nature. It is because of the advantages and disadvantages or limitations inherited by human beings, leaders are need in one hand and in the other hand at a certain time leadership is required. Some experts believe that the issue of leadership comes as the human civilization **(Ungirwalu, 2012).**

Pessimistic view about the leadership skills have resulted in hundreds of books on leadership. There is advice on who should be replicated? (Attila the Hun), what should be achieved (peace of mind), what is to be learned (failure), what should be fought of (charisma), whether or not delegation is needed (sometimes), whether or not to collaborate (maybe), secret American leaders (women), the personal qualities of leadership (integrity), how to achieve credibility

(trustworthiness), how to become an authentic leader (find the leader in you), and nine law in leadership (do not ask). There are more than 3,000 books which titles contain the word leader **(Trout, 2006).** The statements above raise the main question: how is exactly (ideally) 'the effective Leadership Usually, the discussions about effective leadership include the discussion about its ideal standard.

Leadership standards are as of a dream of all the leaders, even all people on this earth. That is why; a lot of debate about effective leadership arose. In general, an effective leadership can be understood as the leader of the bold to take decisions quickly with the foundation of: dare to always trust, dare to be honest, dare to keep the confidence, dare to be creative and innovative, dare to give solution, dare to be diligent and patient, and dare to work hard **(Sujatno, 2012).** Furthermore, the quality of public services is one strategic issue for the civil services to be actualized in terms of gaining public trust. In an attempt to achieve these things, an effective leader is a significant factor **(Sanapiah, 2012)**.

Role of an effective leader in building public trust ideally include internal scope relating to the move and make sure all the resources of high-performance apparatus and the scope of the external organizations in an effort to examine people's expectations; good external communication regarding service performance measurement established; the efforts that have been, are being and will be done; and as well as service performance that have been generated. This research was intended to present the ideal standard of effective leadership more deeply and also to link the urgency of effective leadership with public services more specifically.

Interest in the development of standards of excellence in public sector education and training has heightened over the past few years due to the concerted efforts of both scholars and regional and international organizations involved in the business of education and training. Especially salient among such efforts have been those of the International Association of Schools and Institutes of Administration (IASIA), the National Association of Schools of Public Affairs and Administration (NASPAA), the Higher Education Funding Council for England (HEFCE) and the Quality Assurance Agency (QAA).

The contributions of numerous individual scholars have added focus and illumination to the issue. In this contribution, an attempt is made to reflect on the experience of the United Arab Emirates (UAE) in search of standards of excellence in public sector education and training. This experience is represented by UAE's Institute of Administrative Development's efforts in looking for appropriate indicators for evaluating its training activities with an eye on improving the provision of training to a level commensurate with the standards of excellence accepted elsewhere. The UAE experience in developing standards of excellence in higher education more generally will not be dealt with here because this falls within the domain of the Ministry of Higher Education and Scientific Research and the UAE University. The Ministry has developed a set of criteria for accrediting higher education institutions that conform to the international standards by which accredited institutions should abide.

LITERATURE REVIEW / REVIEW METHOD

This paper will go through some previous studies discussing about the Effect of Leadership in the Education of Public Sector. Then the researcher discussion about the challenges and risk management for the Education in the Public Sector. This exercise included review and study number of research papers, case studies, market research reports. The concept matrix is created based on the literature review.

In Likert's (1971) mind's eye, the matrix of organizational behavior is, on the one hand, related to individual and social motives, and on the other hand, related to the way organizations lead, communicate, influence, make decisions, plan, control and elect their purposes and goals within the scope of their practice. This model measures organizational behavior perception in several dimensions (eg. methods of leadership, characteristics of motivational forces, maximization and efficiency goals, and characteristics of the following processes: communication, influence, decision making, planning and control). With these dimensions, the author intends to measure the way leadership is used to influence employees; the procedures that are used to motivate employees to fulfil the organization's needs; the nature and type of communication in the organization; superior/ subordinate interaction when establishing goals; the relevance of the information which supports the decision making process, how duties are distributed; how the goals and guidelines selection system is established and how control is practiced and distributed among organizational instances.

Likert (1967, 1971) developed studies on leadership, enriching concepts and approaches related to the understanding of leadership behavior. As a participative management supporter, Likert feels that effective management is strongly subordinate-oriented, finding support in communication for a stronger agreement on ideas and goals. Therefore, the author proposes four types of leadership: exploitative autocratic; benevolent autocratic;

Consultative; and participative. Why use Likert's leadership? We could consider a wide range of leadership styles such as transformational leadership, which emphasizes longer-term and vision-based motivational processes **(Jung et al., 2003).** Yet, despite the potential for a transformational leader and others, we opted to reinforce the importance of Likert's research, its timeliness and its "freshness".

On the other hand, specific features of public services cannot justify the fact that quality in the Public Sector is a concept that is more formal than real, representing nothing but a trend. As stated by **Corte-Real (1995: 25)** "quality is not a transitory trend, it is a new management paradigm". **Silva (2001: 3)** refers "it is up to public power, foremen and employees, to bet heavily on a quality oriented public service".

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Public service is, therefore, seen as "any institution, service or system run by policies of an elected government (whether national, regional or local). Public services foremen and managers usually seek to obtain citizen oriented results, in harmony with predefined goals and policies" **(SMA, 2000, 2001).**

In order to do so, an integrative approach to public leadership is required to understand its influence on services' performance (including the quality variable), arguing that effective leadership is exhibited through actions that build and improve organizational abilities and management systems **(Ingraham, 2001).** The integrative perspective recognizes the environment of the public sector by describing public leaders as operating in an organizational context of which they have limited control **(Hooijberg and Choi, 2001),** as they try to improve performance through building and enabling critical organizational capacities.

Moynihan and Ingraham (2004) suggest that effective leadership is critical to organizational success and public sector performance.

Yukl (2002) and Fernandez (2005) recognize that integrative frameworks incorporate leadership skills, traits, behaviors, as well as styles and situational variables in theoretical models to explain the effectiveness of public leadership.

Van Wart (2003) asserts that while the mainstream leadership literature has exhibited a shift toward synthesis and the development of integrated models since the 1990s, such attempts are largely lacking in the public sector literature. In order to advance our understanding of public sector leadership, **Van Wart (2003: 225)** argues that public administration should begin to develop and test comprehensive leadership models, which integrate some elements that account for various situational variables inherent in the public context.

DISCUSSIONS OF FINDINGS

It is extremely important to identify a set of relevant metrics while reviewing vast amount of literatures that was published by researchers across the world in the domain of Leadership in the education of public sectors.

Based on some of the components of the Leaderships, and also the impact that these factors have on the quality of education public services.

Table 1: Concept of Literature Review Matrix Effect of Leadership in the Education of Public Sector from 2019 – 2003 (List in Chronological Order)

Author/s (Year)	Topic/ Title of the paper	Type of Research	Source of Data/ Intervention area	Research Tools	Research Methodology
QAISSR ABBAS BHATTI 2021	Investigating the role of transformation leadership on Public sector employee's job satisfaction during Covid-19: The mediating role of employee Empowerment.	A quantitative & qualitative approaches.	The public sector organizations in Pakistan.	1-Collect data from a group of 620 healthcare workers in Sindh. 2-questionnaires. 3-Taken from previous research.	1-questionnaires. 2-Taken from previous research.
J Nurung et al 2020	The effect of leadership on public service quality.	A quantitative approach	ASNs in Bantaeng Regency.	397 Questionnaires. -Survey Sampling methods. -Staff of 151 respondents.	1-Questionnaires. 2-Survey Sampling methods. 3-Staff of 151 respondents.
Jumiaty Nurung 2019	Analysis of Leadership Effect and Public Service Motivation on Work Satisfaction (ASN) In The District Bantaeng.	A quantitative approach	ASNs in Bantaeng.	1-Interviews 2-Data collection carried out directly to the place of research through observation of the object. 3-Distributing questionnaires	1-Interviews 2-Data collection carried out directly to the place of research through observation of the object. 3-Distributing questionnaires
Rebecca George OBE 2019	A new mindset for public sector leadership: Take the Ten Year Challenge.	A comparative approach.	The Public Sectors leaders.	1-Taken from previous research. 2-Collect data from a group of healthcare.	A document study of formal management.
Mohamed Omar Elmasry 2018	Behaviors of Transformational Leadership in Promoting Good Governance at the Palestinian Public Sector	A quantitative approach	Governance in the public sector in Gaza Strip.	1-Data collected from 342 general managers in the government sector in Gaza strip. 2-purposive sampling method	1-Data collected from 342 general managers in the government sector in Gaza strip. 2-purposive sampling method
Ajay Kumar Gautam 2018	Impact Assessment of Leadership Effectiveness.	A qualitative approach	Public Sector Delivery Process	1-Presentation. 2-Articles, Journals, and	1-Presentation. 2-Articles, Journals, and magazines.

					magazines.
Emanuel Camilleri 2018	Impact of Leadership Style on Public Sector Organizational Performance.	A comparative approach.	Public Sector and Organizational Performance.	1-Multifactor Leadership Questionnaire (MLQ). 2-Survey	1-Multifactor Leadership Questionnaire (MLQ). 2-Survey
Sudarmi Tajibu 2015	Effective Leadership in Public Service Perspective.	A qualitative approach	Multiple governmental organizations.	1-documents. 2-Profiles of companies.	A document study of formal management.
Lotte Bøgh Andersen 2015	LEADERSHIP AND PERFORMANCE.	A quantitative & qualitative approaches.	The comparable private and public organizations.	1-Semi-structured interviews. 2-Web-based surveys.	1-Semi-structured interviews. 2-Web-based surveys.
Mirjam Mischewski 2014	Leadership in the Public Sector.	A qualitative approach	The public sectors.	1-Interviews with employees. 2-Documents.	1-Interviews. 2-A document study of formal management.
H M Nkwana 2014	Managerial leadership development in the public sector.	A quantitative & qualitative approaches.	The comparable private and public organizations.	1-Semi-structured interviews. 2-Web-based surveys.	1-Semi-structured interviews. 2-Web-based surveys.
Sefa ÇETIN 2012	LEADERSHIP IN PUBLIC SECTOR: A BRIEF APPRAISAL.	A qualitative approaches.	The case of OECD.	1-Interviews 2-A document study of formal management.	1-Interviews 2-A document study of formal management.
Marques de Lima Rua 2012	The impacts of leadership in the quality of municipal public services.	A qualitative approaches.	Portuguese municipal council.	1-Interviews 2-18 Semi Structured Interviews with technicians.	1-Interviews 2-18 Semi Structured Interviews with technicians.
Allan Rosenbaum 2007	Excellence and leadership In the public sector: The role of education And training	A qualitative approaches.	International Association of Schools and Institutes of Administration (IASIA).	1-Interviews. 2-A document study of formal management	1-Interviews. 2-A document study of formal management
PATRICIA WALLACE INGRAHAM 2004	Leadership in the Public Sector: Models and Assumptions for Leadership Development in the Federal Government.	A qualitative approaches.	Federal Human Capital Survey (FHCS). Federal government (Partnership for Public Service,	1-Preliminary network interviews. 2-In-depth personal Interviews. 3-A document study of formal management.	1-Preliminary network interviews. 2-In-depth personal Interviews. 3-A document study of formal management.

CONCLUSION

The main conclusions that arose was that a participative leader confers higher relevance to the quality of service, through motivation, satisfaction, empowerment and human resources positive results, than an exploitative autocratic leader.

The public sectors are request to innovate new process, service and the methods that will increase the quality, efficiency and are more users friendly. There have been several indications that there is a decreased quality in the service the public sector deliver. The management and organizational structure is by many critics blamed for the decreased quality. This made me curious to explore the how employees openness, creative and pro-active behavior get affected of the organizational pattern.

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