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LEADERSHIP QUALITY AND INSTITUTIONAL EFFECTIVENESS

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ABSTRACT

This paper focused on leadership quality and institutional effectiveness. The technique or manner in which executives act to boost institutional effectiveness determines the success of an institution. The practice of directing an organized group's actions toward goal-setting and goal attainment is known as leadership. The effectiveness of an institution is gauged by its success, which also shows the effectiveness and competitiveness of a particular unit or department. Quality does not suddenly improve. To establish a reputation for providing quality, people and their businesses must commit to having high-quality processes and policies. If management and employees are committed to fostering effective leadership inside the company, quality may be attained. If an institutional manager lacks the traits of a competent leader, he cannot effectively manage an institution. Weak institutional effectiveness may result from weak leadership abilities. The characteristics of a leader necessary for institutional efficiency are covered in length in this essay.

Keywords: Leadership, Quality, Institutional Effectiveness, Competitiveness.

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INTRODUCTION

Many people think that one must spend a lot of time, money, and effort in order to acquire excellence. Although this idea has some initial validity, in the long term, institutional leadership has a more significant role in establishing and sustaining excellence. Quality does not suddenly improve. To establish a reputation for providing quality, people and their businesses must commit to having high-quality processes and policies. If management and employees are committed to fostering effective leadership inside the company, quality may be attained.

Leadership is the process through which a leader influences the actions of a group of people in an attempt to attain a goal. To accomplish objectives and prevent standards and values from collapsing, strong leadership is necessary (Ogona, 2020). It involves the leader and a force that inspires others to act. It may be characterized as the capacity to complete tasks with the aid and cooperation of others inside the institution. Leadership will enable accomplishment in the company when it becomes effective in the workplace. The fundamentals of good leadership are the same whether the industry is one of energy, finance, or healthcare. Although an operational company is given excellent resources, it is still the proactive leader's responsibility to achieve established goals and create new chances. Cross-dimensional connectedness becomes the basis and engine of outstanding leadership, and an absolute causative component to a successful company, only in a multi-directional fashion can leadership as an essential responsibility be effective (Gimah, 2018).

Spending time performing the actual tasks alone with the resources after a culture of trust and good leadership has been established will not only give them face time for effective engagement and open communication, but it will also foster sustainability within the institution. The core values of integrity, honesty, and humility, increases institutional effectiveness. The work of management thus changes away from micromanagement and toward the role of leadership. Effective strategies need management commitment and leadership to develop a strategy for bringing about an institutional transformation while fully executing the aspects required for success. Without these components, all attempts to make changes would inevitably encounter strong opposition (Nwagwu, 2018).

A crucial component to implement plans and maintain a change process for a long time is direct and active engagement, which amply indicates top leadership commitment. New institutional objectives and directives should be individually established by the leadership, who should then guide the team in achieving them. The behavior of the leadership shapes the institutional culture and establishes what is crucial to the success and survival of the business. What management really does affects the institution and its members more than what management claims. Leadership effectiveness is crucial for establishing direction, spurring institutional transformation, and guaranteeing institutional effectiveness (Ogenme, 2018).

The technique or manner in which a leader works determines the performance of an institution; in order to be successful a leader must adopt a certain leadership style or a combination of styles to accomplish the goal and purpose of that company. A strong leadership approach helps a company accomplish its goals and objectives. As the manager of the company's staff and workers, the capacity of the manager to exercise effective leadership relies on the success of any business. Both inside and beyond the purview of the institutional manager are good leadership. To achieve high institutional efficiency, institutional managers should incorporate employee participation. Institutional managers are more likely to be in a position to socially share best practices and maintain workers' connections to the essence of their job if they regularly collaborate with employees on instructional development (Nwagwu, 2018).

Institutional Effectiveness

The effectiveness of an institution is gauged by its success, which also shows the effectiveness and competitiveness of a particular unit or department. Effectiveness was seen as a gauge of how effectively resources were pooled within an institution and put to use in order to achieve a set of goals. With the least amount of resources or expenditure, effectiveness is at its maximum level of

performance. It is sometimes seen as the ratio of total output to total input. Effectiveness is the term used to describe how well the elements of success are used to generate products and services. According to Okoye and Ezejiofor (2013), an institutional manager with strong leadership qualities can elevate the company to new heights and consequently boost effectiveness.

Institutional effectiveness is one of the most studied terms in management sciences. AbuKhalifeh and Ahmed (2013) opined that institutional effectiveness relates to how successful an organized group of people with a particular purpose perform a function. It comprises the actual output or results of an institution as measured against its intended outputs, objectives, or goals. However, high institutional effectiveness exists when all the parts of an institution work together to achieve great results. Ololube (2019) claimed that effectiveness is the success of meeting predefined objectives, targets, and goals within a specified time target. Effectiveness is defined as the record of outcomes produced on a specified job function or activity during a specified period.

Furthermore, Bakar (2013) argued that the seeming effectiveness of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the institution's goals and mission. They further mentioned that practices of compensation, evaluation of effectiveness, and practices concerning the promotion of an employee are the benchmark for the effectiveness of a worker. Aziri (2011) stated that the effectiveness of an employee is a gauge or pointer of monetary or another result of the employee that has an undeviating relationship with institution effectiveness and accomplishment as well. It was disclose that atmosphere in which employee performs the task and other schedules, relationship with bosses, co-employee relationship, and that of team, compensation procedure, and involvement of an employee are determining factors for effectiveness.

Ololube (2019) disclosed that employee effectiveness can be measured using regular training and improvement. Also, Wicker (2011) take on measures of employee effectiveness as core job effectiveness that includes in-role effectiveness, security effectiveness, and inventiveness, trailed by citizenship effectiveness, branded into equally targets-specific and wide-ranging institutional citizenship. Employee effectiveness which leads to improved corporate effectiveness if well-handled, can be explained to be a process for establishing a shared workforce understanding about what is to be achieved at an institution level. It is about aligning the institutional objectives with the employees' agreed measures, skills, competency requirements, development plans, and the delivery of results. Good institutional effectiveness refers to employee effectiveness.

Leadership

Leadership is the central process of an institution. Oboegbulem and Onwurah (2011) defined leadership as a process of influencing, directing, acquiring normative personal characteristics and power, and coordinating group activities to make individuals in an institution strive willingly towards the attainment of institutional goals. Ade (2003) defined leadership as a social influence process in which the leader seeks the voluntary participation of subordinate in an effort to reach institutional objectives. Hoy and Miskel (2013) noted that leadership is a social process in which an individual or a group influences behavior towards, a shared goal.

Ibukun (2008) remarked that without leadership, an institution can best be described as a scene of confusion and chaos. This means that a good institutional structure alone may not solve

the problem of school institution or any educational enterprise as whole. This is why Nwankwo (2007) argued that good institutional structure requires effective leadership to achieve set objectives. Leadership influences, coordinates, energizes, and directs the subordinates to achieve set objectives among others. It is a social process, which seeks ways to use the subordinates to achieve the institutional objectives. When leadership is in action, the leader succeeds in using the subordinates under him/her to achieve the institutional objectives. However, for the purpose of this study, leadership can therefore be defined as a social process, used to influence the behavior of subordinates in order to achieve the objectives of an institution.

According to Abraham (2013:63), leadership is "the process of influencing the activities of an organized group toward goal setting and goal achievement," quoting Stogdill (1950). Leadership is "the initiation of a new structure or procedure for accomplishing an institution's goals and objectives or for changing an institution's goals and objectives," according to Lipham (1964), as referenced in Abraham (2013:63). Adeyemi (2006) defined leadership as a process through which individuals or groups exert influence on the accomplishment of objectives. According to Burns (2003), leadership has a moral, even passionate, component in addition to being a phrase of description. According to Omolayo (2000), leadership is the capacity to accomplish goals while enlisting the support and cooperation of others inside the educational system.

Leadership is the ability to motivate others to collaborate with enthusiasm and work voluntarily toward common objectives. A leader needs others to carry out his or her tasks so that the institution's objectives may be accomplished. However, a leader's leadership style refers to the pattern or collection of their leadership behaviors. A leader must adopt a certain leadership style in order to be successful. Leadership style describes a spectrum of behaviors of a leader. It also takes into account the factors that a leader will manage in an institution, such as planning, task structure, managing, and his interaction with subordinates. Any institution's ability to grow and survive depends on its leadership. According to Ezenwa (2005), it involves persuading individuals to work joyfully and voluntarily toward the achievement of same aims and objectives. As can be seen from the definitions above, positions of leadership are associated with influence and authority. This authority and clout play crucial roles in decision-making, instructional oversight, and the institution's overall transformation toward goal achievement and increased success (Omolayo, 2000).

Qualities of a Leader Required for Institutional Effectiveness

Honesty and Integrity

Integrity is the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values. Integrity is regarded as honesty, truthfulness and accuracy in one's actions. When the leaders attain leadership positions, they aspire to retain this position. In retaining their jobs and in incurring the feeling of job satisfaction, it is apparent that they need to possess efficient knowledge in terms of their job duties and implement the characteristics of honesty and integrity. These characteristics focus upon imparting factual information. Even if the factual information is not soothing, still the leaders form the viewpoint that they will be truthful and honest throughout their jobs with the other individuals. Therefore, it is comprehensively understood that the characteristics of honesty and integrity are worthwhile and meaningful to augment effectiveness in the leadership functions (Alimo-Metcalf, 2005).

Honesty and integrity are regarded as the indispensable characteristics of effective leadership. In the implementation of job duties of the leaders, they need to depict honesty and integrity (Ololube, 2019). In depicting honesty and integrity, there are various factors that need to be taken into account. These are, keeping one's word, keeping one's commitments, recognizing one's job duties and responsibilities, paying attention to the factors in the internal and external environment, staying focused, creating a balance between personal and professional lives, imparting factual information to others, inculcating the traits of morality, ethics, diligence and conscientiousness, maintaining good terms and relationships with others and treating subordinates with respect and courtesy. These factors would render an important contribution in reinforcing the traits of honesty and integrity. Effective leaders form the viewpoint that no matter how many problems and difficulties they experience within the course of implementation of their job duties, they need to depict honesty and integrity to a major extent. Therefore, these traits are comprehensively acknowledged.

Every leader has to have integrity since it has an impact on institutional effectiveness. If a manager lacks integrity, the company cannot be properly managed. An institution's leadership's lack of integrity will result in low institutional effectiveness. Good leadership is built on integrity, and one must be willing to speak up for what they believe in. No matter how challenging the circumstances, a good leader never compromises on his ideals; they avoid making empty promises or taking short cuts, preferring ideas and action over self-interest.

Creativity and Innovative

An inventive leader allows people the freedom to explore their ideas rather than being a creative genius with ground-breaking concepts. There are always going to be individuals with wonderful ideas but lack the courage, tenacity, or fear to act on them. But among them, innovative leaders do not count. People that are innovative are constantly receptive to fresh perspectives. They actively listen to everyone and encourage people to think beyond the box. If a manager is not creative, the company may not operate effectively. Poor institutional effectiveness may result from a leadership team's lack of creativity. They have an advantage over others because of this trait since they are always looking for originality and new ideas. A leader and a follower may be distinguished by innovations (Ali & Govand, 2021).

With advancements taking place and with the advent of modernization and globalization, there is a need to bring about creativity and innovation in the implementation of tasks and functions. In all types of institutions, creativity is recognized and members are making use of modern, technical and pioneering methods in the implementation of job duties. Creativity is referred to imagination or original ideas to create something. It is a phenomenon, whereby something new or somehow valuable is informed. Innovation is the implementation of something new. Invention is the creation of something that has never been made before and is recognized as the product of some distinctive vision. When creativity and innovation are to be put into operation, the leaders need to work in collaboration with the other members of the institution as well.

The individuals need to discuss various ideas and perspectives and make a decision. Therefore, the characteristics of creativity and innovation require the leaders and other members to work in collaboration and integration with each other (Sashkin, 2001). The implementation of the characteristics of creativity and innovation require the members of the institution to bring about improvements in tasks and activities and achievement of goals. These characteristics have

made the implementation of tasks and activities more manageable. Before the advent of technologies and machines, the employees used to carry out all tasks and activities manually. But with the advent of technologies and machines, they are making use of them. In this manner, they are able to contribute effectively in enhancing effectiveness and profitability. Normally, the implementation of these characteristics is not simple and straightforward, the leaders need to make use of resources in an efficient manner and inculcate the traits of diligence, resourcefulness and conscientiousness. Therefore, when the leaders are well-equipped with these traits and put into operation modern, technical, pioneering and innovative methods, they are able to augment creativity and innovation.

Active Listening

Simple actions like listening are the foundation of great leadership. Respect is shown through listening to someone; it conveys that you appreciate and are open to hearing their opinions. The ability to actively listen is a great trait for leaders to possess. True and attentive listening is a quality of good leaders. It aids in their comprehension of other people and their viewpoints. Over time, active listening develops connections and trust, which may increase institutional effectiveness. Ineffective institutional managers might result in low institutional effectiveness if they do not listen actively. Effective communicators take care while speaking, concentrate on the speaker and the message, avoid interruptions, and pay attention to what is being said. And that's what the world needs—leaders who pay attention to their constituents. It is difficult to learn this ability since it requires humility and self-awareness to accept others' opinions (Chuang, 2013).

Self Confidence

True leaders are characterized by a high level of self-assurance; as a result, they are aware of their abilities and leadership traits. They are confident in their abilities and leadership qualities. They are confident in themselves, value themselves, and, most importantly, think they can change the world. Self-confidence is essential for leadership because it allows them the ability to take calculated risks, achieve their objectives, and soar high, boosting institutional effectiveness. Institutional leaders march in a confident and upbeat manner while taking the initiative. It enables them to decide quickly and resolve disputes and institutional issues. Good leaders assume full accountability and move swiftly without deferring to others, brushing off problems, or waiting too long to respond. If a manager lacks confidence, the company may not operate effectively. A lack of confidence on the part of an institution's leadership may result in subpar institutional effectiveness (Zaccaro et al., 2004).

Vision and Purpose

Vision and purpose are regarded as important areas in terms of which all individuals need to be aware (Vojta, 2018). Within institutions, the various aspects that need to be taken into account such as, management of resources, implementation of job duties, formulation of laws, policies and rules need to be in accordance to vision and purpose. When the institutions are established, they formulate vision and purpose, but with advancements taking place and initiation of modern, technical, pioneering and scientific methods, there are transformations made in vision and purpose. When transformations take place in vision and purpose, there are changes taking places

in other aspects as well. These, are, management of human, financial, technical, and material resources, implementation of job duties and responsibilities, formulation of laws, policies and procedures and the overall working environmental conditions. The leaders need to communicate with their subordinates on regular basis and impart them information in terms of all types of changes that have taken place. Therefore, vision and purpose are regarded as important characteristics on the basis of which, the job duties of leaders and other members are focused upon.

In achieving vision and purpose, the leaders need to possess certain skills and abilities. These mainly include communication skills, time management skills, leadership skills, problem solving skills, analytical skills, critical thinking skills, presentation skills, decision making skills, technical skills, work ethics, conflict resolution methods, personal skills and professional skills. The leaders need to ensure that their subordinates also inculcate these skills and put them into operation on regular basis. As in achieving vision and purpose, the leaders and other members need to possess the necessary knowledge and understanding. But apart from essential knowledge and understanding, the skills and abilities are also regarded as important and need to be upgraded on regular basis. Therefore, it can be stated, vision and purpose is an important characteristic of leadership and individuals need to be well-aware in terms of measures and strategies to achieve them.

A leader has to be more visionary and foresighted than a worker. A visionary leader is forward-thinking, motivated by what a firm may become, and inspired by it. Visionary leaders put forth a lot of effort for the greater good and keep themselves current with developments, which boost institutional effectiveness. A visionary leader works tirelessly to maintain a future vision and keeps everyone involved in the process. A visionary leader does not hesitate to take chances and make unorthodox choices. Lack of institutional vision may prevent a manager from effectively managing the institution. Poor institutional effectiveness may result from a lack of vision on the part of the leadership (Zaccaro & Banks, 2001).

Empathy

Empathy is referred to the ability to understand the feelings of others as if one is having themselves. Within the institutions, the employees are in some cases overwhelmed by number of problems and difficulties. These may relate to the job duties, infrastructure, amenities and facilities, technologies, tools and materials, other individuals, pay and reimbursements, and overall working environmental conditions. When one or more of these problems become impediments within the course of implementation of job duties and achievement of goals and objectives, they need to report to the leaders. The leaders need to understand the feelings and problems of others and provide them solutions. The leaders need to understand that employees have personal responsibilities as well, which they need to pay attention to. Hence, when they are assigning them job duties, they need to provide sufficient time, so they are able to complete them in a manageable manner.

The employees in some cases experience physical health problems, especially when they are engaged in success processes and are working with chemicals, tools and machines. In such cases, the leaders need to provide safety guidelines and measures, which would enable them to carry out their job duties well and take care of their physical health conditions. On the other hand, in some cases, the psychological problems of stress, anger, anxiety and frustration are experienced by the employees. In such cases, the leaders need to acquire an efficient

understanding of the causes behind the occurrence of these problems and provide effectual and meaningful solutions. Therefore, it can be stated, when the leaders put into practice the characteristic of empathy, both they as well as employees will benefit. The major benefit is, the implementation of job duties will take place in a well-organized manner and the overall working environmental conditions will be enhanced (Goleman et al., 2002).

Delegation

Delegation is the assignment of any authority to another person, normally from a manager to a subordinate to carry out specific activities. It is one of the core concepts of management leadership. In an institution, a manager is expected to do all the work, so the job duties are delegated to the subordinates and along with the delegation of work, there is also a delegation of authority so that the subordinates can accomplish their tasks. The person, who is delegated the work is accountable for the outcomes. Empowerment is the power or authority given to someone to do something. It is the process to becoming stronger and more confident, especially in controlling one's life and claiming one's rights. Through empowerment opportunities, there is an increase in autonomy and self-determination among individuals to represent their interests in a responsible and self-determined way through acting on their own authority.

Mumford et al. (2000) opined that in the institutions, the leaders assign job duties to capable individuals. When they are overwhelmed by number of job duties, they assign the tasks to their subordinates. When the subordinates are assigned additional job duties, they are able to hone their skills and abilities. On the other hand, the leaders need to ensure that subordinates are provided with empowerment opportunities as well. They should be allowed to express their ideas and viewpoints and even participate in the decision making processes. The leaders need to ensure that the women are provided with equal rights and opportunities as their male counterparts. The characteristics of delegation and empowerment are beneficial to the subordinates and they incur the feeling of job satisfaction. Therefore, it can be stated, the leaders need to put into operation these characteristics on a regular basis. In this manner, they are promoting well-being of the employees as well as the institution as a whole.

Effective delegation is a desirable leadership trait, and a capable manager who understands how to delegate well and get the most from it. To maximize effectiveness and team effectiveness, delegation is essential. Additionally, the busiest individual in each company is the leader. Knowing when and how to delegate therefore allows people to spend more time on their most important tasks, potentially improving institutional efficiency. It's also important to keep in mind that delegation is not limited to assigning duties to other people. It also entails being aware of and comprehending who has the abilities and knowledge required to do the assignment. Delegating carefully is essential to avoid future annoyances and save time. If a manager is not effective in assigning tasks to staff members, the company may not operate smoothly (Ali & Govand 2021). This might result in low institutional effectiveness.

Instructional Strategies

The instructional strategies are referred to the strategies, which are put into operation by the leaders in imparting knowledge and understanding to the employees in terms of various aspects of their job duties as well as the institution as a whole. The instructional strategies are of various types. Some of these are, making use of technologies in imparting information, dictating notes,

explaining the concepts on white or dark-colored boards, giving hand-outs and so forth. When the workforce is to be provided with training in terms of usage of machines and tools, then within the training sessions, the instructors make use of machines and tools to impart practical training. The types of instructional strategies implemented are focused upon number of factors, these are, job duties, goals and objectives, and overall structure of the institution. Within the course of time, the leaders need to make changes in their instructional strategies. When changes are brought about, it needs to be ensured, they are valuable and useful to the members as well as the institutions on the whole.

In the implementation of instructional strategies, the instructors need to ensure, they are understandable to the employees. In most cases, the employees are provided with the opportunities to evaluate their instructors and the instructional strategies. In the evaluation process, they are provided with the opportunities to evaluate their instructors in terms of the teaching-learning methods, teaching-learning materials and instructional strategies. When the employees feel there is a need to bring about improvements, they give ideas and suggestions. Therefore, it is understood that the leaders need to be well-aware that in training and development programs, the teaching-learning methods, teaching-learning materials and instructional strategies need to be put into operation in an appropriate and suitable manner to the needs and requirements of the members as well as the institution as a whole.

Problem-Solving Skills

Avery (2005) suggested that management and delegation are not the sole types of leadership responsibilities. The range of leadership duties for corporate executives today has changed. A leader's ability to solve problems and their aptitude for situational analysis are essential for an institution's smooth operation and for maximizing output. The ability to solve problems effectively is essential for good leadership. Good leaders are innately capable of solving issues. They have the capacity to recognize and categorize issues. To address the problems, do analysis, utilize data, and communicate. Any leader must have excellent problem-solving abilities to remove obstacles to increased institutional efficiency (Chuang, 2013).

Fair Attitude

Effective leaders treat their team members and the institution's procedures fairly. They celebrate the positive and constantly provide space for coexistence, which boosts corporate effectiveness. They are aware that unjust and prejudiced attitudes have never resulted in anything major being accomplished. Even if it does, the viability of the result is never certain. Biases and injustice are kept out of the picture by effective leaders, who also foster a culture that rejects them. An institution may not be efficiently managed by a manager with a lousy attitude, and this might result in low institutional effectiveness.

Inquisitiveness

You would see what intelligent and inquisitive people make wonderful leaders. and how they are eager to learn new things at all times. They have original and thought-provoking ideas, perspectives, and opinions. Their natural interest and inquisitiveness are the cause of this. They pursue a variety of hobbies and remain involved in them. They are open to expanding their

horizons via the use of science, technology, and art. Additionally, the knowledge of the whole globe. This trait aids them in developing a logical and upbeat attitude about whatever issues the business may be experiencing, which boosts institutional effectiveness (Ali & Govand, 2021).

Self-motivated

The best leaders in commerce, finance, and industry as well as the great poets, singers, authors, and artists have attained their success by mastering the art of self-motivation. The capacity to inspire people is one of the fundamental leadership qualities of effective leaders. When necessary, effective leaders always encourage their team members and raise their morale. Even in risky conditions, they sail their boat with ease. They maintain their own motivation and serve as a role model for others, which boosts institutional efficiency. The effectiveness of the company will be hampered by a manager who is not driven to expand it.

Humility

Not the first quality that springs to mind when we consider leadership is humility. However, it is one of the fundamental characteristics of a successful leader. It's because the flamboyance of the praised leadership traits often casts humility in a negative light. Leaders who are humble and determined realize that their first responsibility is to advance the common good. They do not want to rule, but to change. They always strive to learn more and give more, which boosts institutional effectiveness (Zaccaro & Banks, 2001). They are conscious of their strengths and flaws.

This is comprehensively understood that individuals will be able to augment their career prospects, achieve personal and professional goals and enrich their overall quality of lives, when they will depict humility. Humility is referred to the quality of having a modest or low view in terms of one's importance. In other words, the individuals have low self-regard and a sense of unworthiness. In institutions, when the leaders depict humility, they do not give credit to themselves for achievements, but to others. When the job duties have been carried out in a satisfactory manner and have proven to be valuable and beneficial for the entire institution, the leaders will acknowledge the efforts and contributions of the employees. When the leaders are appreciated, they normally do not express willingness in listening to their appreciation. Hence, depiction of the characteristic of humility is worthwhile in achieving the desired goals and objectives and augmenting the overall structure of the institution.

When the individuals are assigned the leadership positions, then humility is regarded as one of the essential characteristics, which need to be possessed by the leaders. The leaders need to be understanding in nature. When they understand, they will pay attention towards the needs and requirements of human resources. The human resources are the key, which need to be upgraded. Hence, the characteristic of humility will enable the leaders to make provision of support and assistance to human resources and lead to their well-being. The characteristic of humility can be reinforced by taking into consideration various factors. These are, listening to others, practicing mindfulness, being open-minded, possessing an approachable nature, asking for support and assistance, obtaining feedback from others in terms of job performance, accepting mistakes, being submissive in nature, revising one's job performance on regular basis, and treating others with respect and courtesy. Therefore, when the leaders will depict humility, they will be able to carry out their job duties well and earn reverence and appreciation from others.

Care for Others

High consideration factors are a quality of the finest leaders. They are devoted to their community. The importance of maintaining a work-life balance is recognized by good leaders. They are aware that achieving success depends much on the health and wellbeing of the institution's personnel. They encourage the members of their team and guarantee that the workers, clients, beneficiaries, and consumers are confident in them. They are aware of how important it is to respect and understand one another inside the workplace and to value and recognize individuals in order to boost institutional efficiency. They want to create an atmosphere where everyone may prosper.

Self-Discipline

Effective leadership involves instilling discipline in others. Self-discipline and effective time management are qualities of excellent leaders. They promote a culture of disciplined behavior. People may persistently adjust to themselves in this capacity. You inspire people to follow your lead by being self-disciplined and setting an example, which boosts institutional effectiveness. Being more disciplined may help you accomplish more and maintain a positive work atmosphere in a fast-paced firm where people are overworked. If a manager lacks self-discipline, it may be difficult for him to properly manage an institution, which might result in low institutional success (Chuang, 2013).

Emotional Intelligence

Emotional intelligence is referred to the ability to monitor one's own and the emotions of other individuals. When the emotions are monitored, then some of the negative emotions are also experienced in some cases. But measures are formulated to cope up with them in an efficacious manner. The emotional intelligence is regarded as one of the significant characteristics, which the leaders need to put into operation throughout their jobs. This characteristic will prove to be beneficial to them to a major extent. Some of the benefits include, self-awareness, self-regulation, self-evaluation, internal motivation, empathy, social skills, thinking abilities, ability to cope with psychological problems, forming cordial terms and relationships with others, and generating awareness in terms of various areas. When the leaders communicate in an effective manner with the staff and control the feelings of anger and frustration, even when the job duties have not been performed satisfactorily, it is stated that they have a high emotional intelligence.

Emotional intelligence of the leaders is primarily depicted in the communication processes (Emotional Intelligence in Leadership, 2020). The leaders need to treat their subordinates with respect and courtesy. The research studies have indicated that in some cases, the colleagues may tend to get involved in conflicting situations and disagreements. Hence, it is the job duty of the leaders to impart them information that they need to control the feelings of anger and frustration and act professionally within the workplace. In the case of occurrence of any problems as well, they need to communicate with others in a polite and respectful manner. Emotional intelligence is regarded as one of the fundamental characteristics that would lead to development of mutual understanding and the functioning of the overall institutional structure takes place in an appropriate manner. Therefore, it can be stated, the leaders need to focus upon up-gradation of this characteristic throughout their jobs.

The capacity to recognize, control, analyze, and comprehend our own emotions as well as those of others around us is known as emotional intelligence. Good leaders are self-aware, behave under control, and make thoughtful judgments without rashness. They are aware of other people's viewpoints without becoming pessimistic. Their high social skills and self-motivation enable them to connect with others and establish lasting bonds, which boosts institutional effectiveness. These provide an explanation of why effective leaders have high levels of emotional intelligence. If a manager lacks emotional intelligence, the institution may not operate smoothly, which might result in low institutional effectiveness.

Commitment and Passion

The commitment is referred to dedicating oneself to something. Before one makes commitment, one has to think carefully and put into operation effective and meaningful approaches and methods. Commitment obligates the leaders to do something. Passion is referred to one of those words that individuals often make use of without understanding the actual meaning of this word. Passion is having strong emotions reflecting an intense desire or boundless enthusiasm. In performing well in one's jobs and in achieving institutional goals and objectives, the leaders need to be committed and passionate towards the implementation of responsibilities and duties. In honing the characteristics of commitment and passion, the leaders need to be well-aware in terms of strategies and approaches. They need to impart them to their subordinates as well. The various ways of augmenting commitment and passion are, empowering and helping others, being confident in judgment and decisions, learning something new, setting of routine, staying inspired, staying accountable, revising goals on a frequent basis, observing the major picture, generating awareness in terms of various areas and making wise and productive decisions.

The research studies have indicated that in some cases, the job duties of leaders are complicated. They may find them difficult and demanding and are required to work overtime. In such cases as well, the leaders need to put emphasis upon reinforcement of these characteristics. The reason being, when they will reinforce commitment and passion, they will form positive viewpoints in terms of their job duties and will not feel that they are complicated and tedious. When the leaders are passionate and committed towards the implementation of job duties, they are well-aware in terms of ways of carrying out their job duties well and generate the desired outcomes. Furthermore, they are well-aware of ways of overcoming problems and barriers. Therefore, it can be stated that the characteristics of commitment and passion are regarded as a crucial characteristic of effective leadership.

Most successful leaders across the globe have the leadership quality of passion. They have a strong sense of commitment to their aims. They are clear about what they want and put up great effort to get it. Their enthusiasm spreads quickly and is incredibly encouraging, which boosts effectiveness inside the company. They are very dedicated to reaching their objectives, as well as assisting others in doing the same. Passionate leaders increase output and make sure that their team members support their goals. Leaders that are passionate about what they do are better able to motivate their workforce and realize their goal. If a manager is not enthusiastic about his or her position as a manager within a company, this might result in low institutional effectiveness (Ali & Govand, 2021).

Resilience

Resilience is referred to the capacity to recover in a rapid manner from problems and difficulties. It is apparent that in all types of institutions, the leaders will want that all the members are implementing their job duties satisfactorily, there are availability of sufficient resources, there are not occurrence of any types of barriers, the employees are well-aware in terms of goals and objectives, there is mutual understanding and overall functioning of the institution takes place in an effectual manner. When there are occurrence of any problems and difficulties, the leaders as well as the other members need to inculcate the characteristic of resilience to cope up with them and prevent them from assuming a major form. In the augmentation of this characteristic, the leaders need to be well-aware in terms of measures and approaches. These are necessary in the implementation of this characteristic in an appropriate manner in accordance to the needs and requirements of the members and institution as a whole.

Resilience is defined as the process of adapting well during the time of adversity, trauma, threats or significant sources of stress (Building Your Resilience, 2012), such as, lack of resources, tedious job duties, inability to complete the target on time, health problems and illnesses, and so forth. When these problems takes place within the institutions, the leaders and other members will experience stress, anxiety and frustration, but the characteristic of resilience will enable them to cope with these problems and prevent them from having unfavorable effects upon the members as well as overall functioning of the institution. The characteristic of resilience will render a significant contribution in augmenting the capacities and aptitude of the leaders to not only cope with problems within the institution but also the psychological problems of anger, stress, anxiety, depression, and frustration. Therefore, it is understood that the characteristic of resilience is effectual and worthwhile in leading to effective functioning of the institution and achieving the desired goals.

Before assuming responsibility for others, one must first understand oneself. Perceptive and able to manage any scenario, whether favorable or unfavorable, resilient leaders are also self-aware. Leaders who are resilient can maintain their enthusiasm when under pressure and react to disruptive developments. They also conquer difficult obstacles without engaging in negative behavior or harming other people. High performing leaders that can bounce back from any hardship are resilient leaders. A tenacious institutional manager may effectively manage an institution, which might result in higher institutional success.

Learning Agility

The greatest way for leaders to handle institutional change and uncertainty is to be agile. We need leaders today who can make decisions more quickly and respond quickly when a crisis arises. Our world moves quickly, and workplace trends change quickly as well. As a result, everyone has a limited amount of time to make thoughtful choices. Additionally, tactics and policies that were effective in the past may not be applicable now. The Covid-19 crisis is one of the obvious instances. Leaders had to come up with fresh plans to weather the storm overnight since the crisis had altered the geography of the workplace culture. Work will always have an imprecise and unpredictable future. The future will bring fresh difficulties. Only under the direction of leaders who can make sense of unpredictability and boost institutional effectiveness can institutions succeed in the future. Without agility, a manager may not be able to properly lead a company, which might result in low institutional effectiveness.

Empowerment

Effective team leaders may enable their members to work at their highest levels of effectiveness and institutional success. With equal opportunity to make decisions, the team members are empowered to apply their knowledge and judgment to come up with solutions. As a result, workers become more committed to their employer and feel more valued as individuals, which boosts institutional efficiency. Each person contributes their own abilities and talents to the table, which often find a way to flow. Normally, skilled team members would perform well, but a lack of direction and inspiration prevents them from doing their best. Therefore, it is up to leaders to empower others and help them develop these talents. Effective leaders understand how to bring out the best in others. They realize that empowering them is the only way to do it. Therefore, it is a regular habit for leaders to consistently empower individuals and build the team. Without employee empowerment, a manager may struggle to manage an institution effectively, which might result in low institutional effectiveness (Zaccaro and Banks, 2001).

Transparency

The characteristic of transparency in leadership is referred to comprehensibility and lucidity (Rouse, 2020). The leaders have number of job duties to perform. They need to pay attention towards all the job duties and responsibilities and ensure, they are put into operation in an efficacious and well-ordered manner. The leaders need to put into operation time management skills and are able to take out sufficient time for all tasks and functions. The tasks are usually carried out in accordance to their priorities. The tasks, which are more important are carried out first, whereas, the tasks, which are less important are procrastinated. The identification of the characteristic of transparency will enable the leaders to create openness between them and their subordinates. This is an on-going process, which can have on-going results. Therefore, not only the leaders, but other members of the institution too need to put it into operation in an effectual and meaningful manner.

In the up-gradation of this characteristic, there are various factors, which need to be taken into account. These are, having faith in the employees to participate in the decision making processes, not keeping any job duties and responsibilities confidential, sharing the results, being well-aware in terms of measures and approaches, recruiting the right individuals in the right positions at the right time, establishing open communication channels, providing equal rights and opportunities, understanding the needs and requirements of the employees, not discriminating against them in terms of various factors, such as, caste, creed, race, religion, ethnicity, gender, age, educational qualifications, personality traits and socio-economic background and forming constructive viewpoints in terms of the individuals as well as the overall working environment. Therefore, it can be stated, when the leaders reinforce all these factors, they are able to enhance transparency not only in terms of themselves but other members of the institution as well.

Accountability

The leaders are accountable in terms of their job duties and responsibilities. Leadership defines culture and if the members of the institution aspire to create a culture of accountability, it initiates with the leaders and are passed on to other members of the institution as well. Accountability is not one-time, but it is an all the time aspect. The leaders are all the time

looking for opportunities. When they will acquire more opportunities, they will be accountable in terms of them. When the leaders accept accountability, they understand and accept the consequences of their actions in areas in which they assume responsibility. For instance, a leader is required to work on a project and complete it within a specified time. In such cases, he will devote time towards it and ensure it is completed within the specified time frame. Therefore, it can be stated, the leader is accountable for the project as well as other job duties, which they need to put into operation.

When the leaders understand the meaning and significance of accountability, they will be able to bring about changes and implement the job duties in an efficacious manner. The leaders have the main objective of generating the desired outcomes and augmenting the overall structure of the institution. In carrying out these tasks and functions in a well-organized manner, they need to recognize the meaning and significance of accountability. Furthermore, constructive learning and changes are possible, when accountability is a norm. Accountability will enable the individuals to form the viewpoint that they need to work efficiently and not to feel stressed and overwhelmed, particularly, when there are occurrence of any problems and difficulties. Therefore, it can be stated, accountability is an important characteristic of effective leadership, which would facilitate the individuals in implementation of tasks appropriately and in achieving the desired goals and objectives (Fisk, 2002).

CONCLUSION

To accomplish objectives successfully and prevent standards and values from collapsing, good leadership is needed. The technique or manner in which institutional leaders act determine the success of an institution. Leadership is the ability to motivate others to collaborate with enthusiasm and work voluntarily toward common objectives. A leader needs others to carry out his or her tasks so that the institution's objectives may be accomplished. The effectiveness of an institution is gauged by its success, which also shows the effectiveness and competitiveness of a particular unit or department. If management and employees are committed to fostering effective leadership inside the company, quality may be attained. The characteristics of a leader necessary for institutional efficiency are covered in length in this essay.

Suggestions

- Employees and institutional leaders should develop the habit of delivering high-quality work. Establishing fundamental principles that workers and management can adhere to is necessary to preserve quality.
- Institutional leaders should be creative and have a broad perspective.
- In order to increase institutional efficiency, institutional managers should be computer knowledgeable.
- Institutional managers should learn the traits of a great leader and incorporate them into their character.

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