

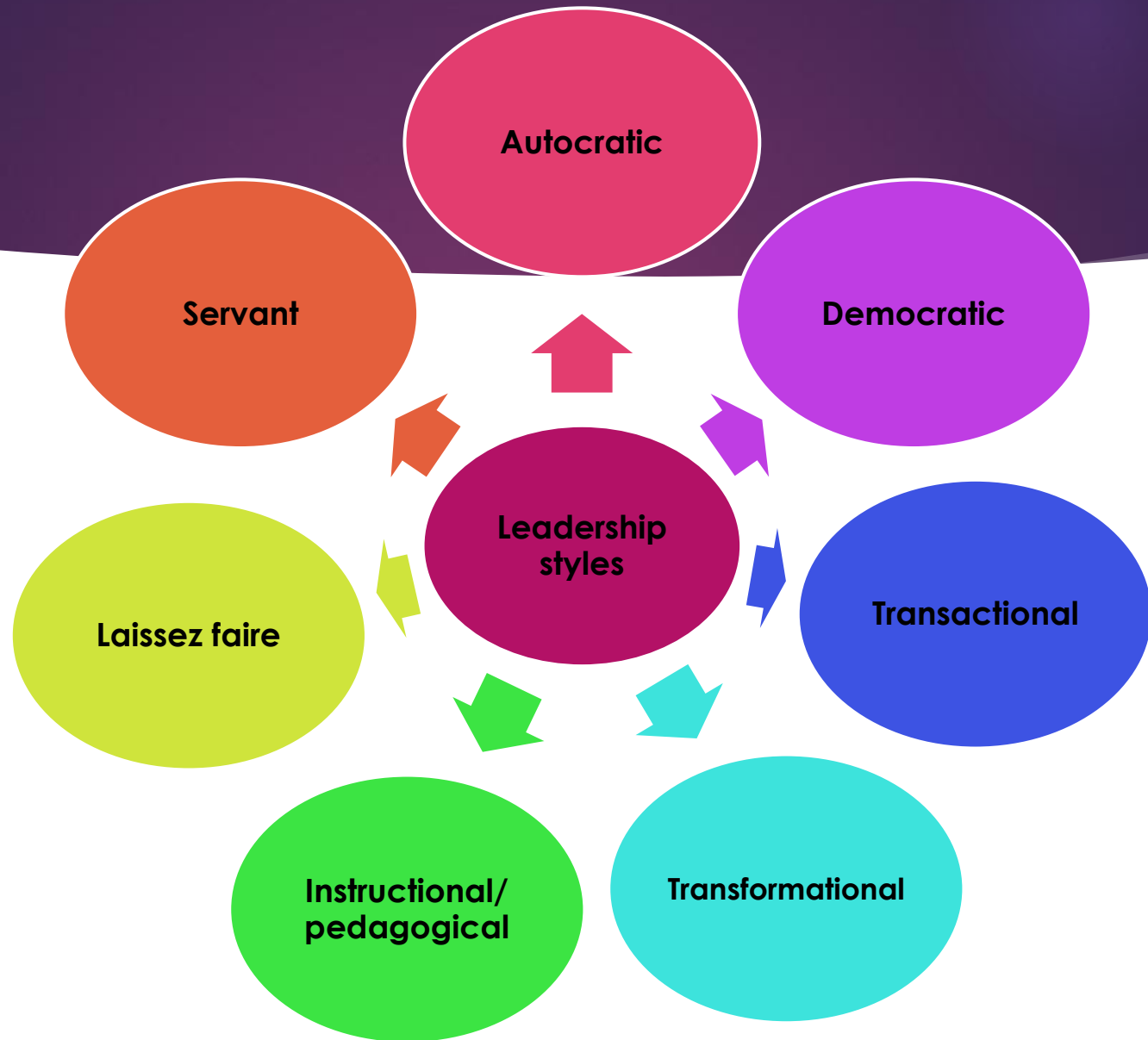
# Transactional, Instructional and Servant Leadership

MRS PADMINI GAYA GOOKOOL

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# Leadership styles





# Transactional leadership style

- ▶ Transactional leadership style is a leadership approach that emphasizes the use of rewards and punishments to motivate employees to achieve specific goals (Bass & Riggio, 2006).
- ▶ This style is based on the exchange of rewards for employee compliance and is characterized by a clear chain of command, well-defined roles and responsibilities, and a focus on achieving specific goals and objectives (Yukl, 2013).
- ▶ In the context of headteachers leadership style, transactional leadership involves setting clear expectations for employees, providing them with feedback on their performance, and rewarding or disciplining them accordingly (Ersozlu & Saklan, 2016).

# Transactional leadership style

- ▶ Studies have shown that transactional approach can have a favorable effect on staff performance and job satisfaction in certain situations.
- ▶ According to Bass and Riggio (2006), transactional leadership can be effective in organizations that require strict adherence to rules and procedures, such as military or manufacturing settings.
- ▶ In such contexts, transactional leaders are effective in ensuring that employees follow established procedures and meet performance standards.
- ▶ The implementation of a transactional leadership style by headteachers can improve the job satisfaction, commitment level, and motivation of teachers in schools (Kaur, 2020).

# Transactional leadership style

- ▶ A study by Tian et al. (2020) found that headteachers; use of transactional leadership style was positively correlated with teacher job satisfaction, while Simsek et al. (2018) found that headteachers use of transactional leadership style was positively correlated with teacher commitment.
- ▶ Riaz and Haider (2010) found that transactional leadership has a positive effect on employee job satisfaction and performance in the Pakistani banking sector.
- ▶ The study showed that transactional leaders were able to motivate employees to achieve organizational goals through rewards and punishments.
- ▶ The authors concluded that transactional leadership is an effective leadership style in contexts where employees are motivated by extrinsic rewards such as pay, bonuses, and promotions.

# Transactional leadership style

- ▶ However, the overuse of a transactional leadership style by headteachers' can lead to negative outcomes, such as reduced creativity and innovation among teachers (Tian et al., 2020).
- ▶ In addition, some studies have found that headteachers' use of a transactional leadership style can be associated with teacher stress and burnout (Wang et al., 2023).
- ▶ To achieve the best outcomes, headteachers need to balance their use of transactional leadership with other leadership styles, such as transformational leadership.
- ▶ A study by Wang et al. (2023) found that headteachers who used a combination of transactional and transformational leadership styles had higher levels of teacher job satisfaction, organizational commitment, and teacher effectiveness compared to headteachers who used only one leadership style.

# Transactional vs. Transformational Leadership



## Transactional Leaders

occur when followers are moved to complete their roles as agreed with a leader in exchange for a reward.

- ▶ **Focus on goals**
- ▶ **Use rewards and punishments for motivation**
- ▶ **Are reactive in nature**



## Transformational Leaders

move followers to awareness about what is important, and away from own self-interests.

- ▶ **Focus on vision**
- ▶ **Use charisma and enthusiasm for motivation**
- ▶ **Are proactive in nature**

# Instructional/ pedagogical leadership style

- ▶ Instructional leadership is an approach by the school head to focus on educators' behaviour in certain tasks that indirectly impact on the academic achievement of learners (Ismail, Don, Husin & Khalid, 2018).
- ▶ Among all the leadership styles that the leader may adopt, instructional leadership is the most important one as it related to the implementation of promoting and improving the learners' learning and thus their academic performance (Drake & Roe, 2005).
- ▶ Instructional leadership involves many dimensions. The instructional leadership theory by Hallinger and Murphy (1985) mentions three dimensions, namely **defining the school mission, managing curriculum and instruction, and promoting school learning climate**.
- ▶ However, an overview of literature shows an array of instructional leadership tasks that the school head may perform in order to promote the learners' academic achievement.

# Instructional leadership

- ▶ Head teachers' educational instructional techniques play a critical and successful function in enhancing teacher skills at the school level.
- ▶ Teachers' instructional methods are influenced by competent supervision offered by school administrators to develop teaching skills (Ahmad et al., 2021).
- ▶ Liu and Hallinger (2018) evaluated the influence of instructional leadership by school heads on teacher professional learning in Chinese middle schools.
- ▶ They observed that school leaders providing professional development had a modest impact on teachers' professional learning and performance.

# Instructional leadership

- ▶ Instructional leaders' practices as instructional resource providers have a significant and positive relationship with teacher competencies at the school level.
- ▶ Ismai (2018) proposed that instructional leadership provided by school heads has a significant impact on teachers' skills in secondary schools, particularly in urban areas
- ▶ In Karachi, Pakistan, Ahmad et al. (2021) evaluated the impact of instructional leadership on teachers' professionalism at the secondary
- ▶ Instructional leadership from school administrators helps instructors develop their instructional skills and talents and that it has a favorable and substantial impact on teachers' professional competencies.

# Instructional leadership

- ▶ Ismail et al., (2018) looked into the effect of school heads' instructional leadership on scientific teaching competencies at the secondary school level in Malaysia and found that instructional leaders who function as resource providers have a substantial impact on teachers' and students' teaching competencies.
- ▶ The school principal is thought to be an educational leader and one of the driving elements for effective teaching and learning.

# Servant leadership style

- ▶ The servant leadership style is an increasingly popular concept in leadership research, seen as a holistic approach to work, a sense of community and power sharing in leadership decision-making
- ▶ When practicing a servant leadership style, the outcome of leadership can be stubbornly slower than practicing another style, even though employee engagement is higher, it focuses on success the success of the individual mission, the servant leader leading the staff, collectively and their team to achieve their leadership goals but sustainable results because employees are inspired and they know who they are serving, for what motivates them and so it creates human cohesion.

# Servant leadership

- ▶ The servant leadership style creates a very positive psychological effect on the employee, the servant leader has filled this gap by building a sense of social identity among their followers servant leadership style has a positive effect on team performance, servant leadership style also has a positive effect on the organization's work performance.

# Proposed Servant leadership models

- ▶ Liden proposes a seven-dimensional model that includes empowerment, helping subordinates grow and succeed, putting subordinates first early, emotional healing, conceptual skills, creating value for the community and ethical conduct.
- ▶ Van Dierendonck's eight-dimensional model includes empowerment, humility, support, authenticity, forgiveness, courage, responsibility, and management.
- ▶ Wang presents an eleven-dimensional model in Chinese content, respect for employees, care for employees, helping subordinates develop and succeed thoughts of desire, ease of approach, willingness to sacrifice, carefree and honest, pioneering spirit, providing guidance to employees on work, social responsibility and empowerment

# Servant leadership

- ▶ A servant leadership style focuses primarily on the development and well-being of employees and associates where they belong, shared power in leadership decision-making, while traditional leadership is often associated with the accumulation of experience and the exercise of power in a person as a leader.
- ▶ Servant leadership shares power, sets the needs of others into common values, helps people grow together and creates the highest commitment to achieve the organization's common goals

# Qualities of a servant leader





**THANK YOU!**