

Humor Orientation and Honesty as Predictors of Leadership Effectiveness

Khuda Bakhsh^{*}, Shafqat Rasool^{**} and Muhammad Azim^{***}

Abstract

The study was designed to explore how well humor orientation and honesty contribute to leadership effectiveness. Five hundred teachers randomly selected from one hundred government colleges were taken as respondents to get the questionnaires marked. . The researcher developed a questionnaire to measure the humor orientation and honesty of the principals. LPI (Leadership Practices Inventory) was employed to measure the leadership effectiveness of the principal. The data was analyzed using linear and multiple regressions. The results revealed that humor orientation is the best determinant of Principal Effectiveness tracked by his honesty. The joint contribution of the two determinants was 65 percent with the results of multiple regressions. Some potent recommendations were made on the basis of findings to see the principals more effective in this regard.

Keywords: Humor, Principal, Leadership, Predictors, Honesty

Introduction

Leadership is one of the essential administration capacities, which has pulled in the thought of numerous global specialists. In a school setting, headship is a procedure by which a head of organization impacts, controls and facilitates the exercises of teachers to accomplish the coveted destinations and objectives. A principal is a standout amongst the most significant and main personnel in the development of education. His idea and practices significantly affect teaching staff, school achievement, school environment and learner success.¹ Leadership is hidden as well as displayed force to get work well time to achieve the key objectives of any organization.²

As Ezeuwa has expressed that the desired result, school development and change can't be attained just through the execution of new strategies, organizational structures, good school climate, but these are leadership practices to bring the required changes defined by the government.³ An effective and bold administration can influence and

^{*} Dr. Khuda Bakhsh, Assistant Professor, Department of Education, Government College University, Faisalabad.

^{**} Dr. Shafqat Rasool, Lecturer, Department of Education, Government College University, Faisalabad.

^{***} Dr. Muhammad Azim, *Research Assistant, Department of Education, Government College University, Faisalabad, Email: azim@dr.com

engage teachers in this procedure. The principal should always be in joyful mood to influence his subordinates with utmost pleasure. He must defend his position in a bold and honest style. He must a role model for his family, friends and school community. His smiles will accelerate the potential of his coworkers and family members in particular. When he is in depression, then whole of the set up or organization will suffer. Being a leader, it is the primary duty of the principal to take measure to see his subordinates just satisfied with his leadership style. His blooming laughter will prove a joyful command for his subordinates to do better parallel to the wishes of their leader. The fact that when the person is just satisfied and in a gaiety pleasure, then his senses work effectively and he can guide his subordinates with joyful control. The school principal as leader of the teaching staff is desired to possess or at least develop good personal traits to influence and coordinate with these coworkers in an excellent manner.

The great leaders are born possessing some excellent qualities not found in the general public. The thought that big leaders are "born not made" became very popular in mid 1960s. Good personal traits are god gifted. Next these are developed when one is being developed under the supervision of his parents having the required and well demanded qualities. Next these are the genes which are transferred from parents to their offspring. These genes play a very vital role in the development of personality traits of the youngsters. These genetic factors highly contribute towards personality of the youngsters. It has been observed that the children of physically beautiful parents are born beautiful and approximately inheriting the personality traits of their parents. Now it is the responsibility of the man to maintain and display these god gifted traits in the public to uphold his dominance properly. The person should be bold, gallant, and handsome with attractive looks besides other personal traits in this regard. He must have the courage to face the challenges of the daily life.

In one of the primary books distributed on administration in associations, Bryan proposed a rundown of particular characters have been a fruitful leader in industry in light of a qualitative study of 110 effective administrators.⁴ This work reveals to a portion of the most initial research that attempted to important traits of organizational leaders.⁵

The main idea of the great man theory is that leaders are born, not made. The theory' accentuation is particularly on the personality values of the leader with the conviction that choosing the correct individual will enhance the association's adequacy. "Leader properties

likely show complex multiplicative and curvilinear associations with leadership results, and characteristic conceptualizations of leadership need to mirror this many-sided quality".

In the present era, one is always in tension leading to certain psychological and physical problems. . However, the idea portrayed prior that values offer ascent to the skill to perceive how to viably approach different environment, has invigorated a large number of observational reviews on leader characteristics in the most recent decade. Thus, there is presently solid proof that steady leader traits and credits are identified with leader success.

In a school set up, the principal is thought as school leader. His expertise, vision and professional qualification enforce his subordinates (followers) to complete the work well in time to achieve the predetermined goals of the educational policies. In most of the studies, the principal has been taken in shape of leadership to command his teacher for the better results. The personality traits of the principal well determine his leadership effectiveness.^{6,7,8,9,10} The achievement of a school and much regardless of whether it accomplishes its objectives can be controlled by head viability as leader. The objectives of an instructive association can be accomplished if the association is overseen adequately. Just successful principals can manage the quick paced changes and requesting desires of today's general public. A good understanding of persuasive school leaders foresees that precise components be realized and their particular commitment to principals' leadership adequacy is fixed. A principal's leadership viability is the nature of his administration performance saw by school population all in all and teaching staff in particular. Leadership viability was portrayed by Bennett as the recognized skill of a leader to direct, oversee or arrange a gathering of individuals to accomplish pre decided objectives of an association.² what matters most? It may be a good question to be answered based upon the perceptions' of the respondents.

Personality Traits

"Personality is a steady arrangement of inclinations and attributes of any persons that decides contrasts in the conduct (emotions, musings, and activities) of individuals that have progression in time and it is hard to comprehend them because of weight of the occasions. Regarding social boost esteem, personality is the manner by which an individual influences different people with when he comes in contact. From this viewpoint, personality is indistinguishable with notoriety and impression, generally, as far as physical appearance, dress, discussion and behavior. As far as summative approach, personality is viewed as the

aggregate entirety of various procedures and exercises of an individual, for example, inborn manners, propensities, motivations and feelings.

Personality is "the integrative association of all the intellectual, full of feeling and physical attributes of a person as it shows itself in central refinement from others". Maybe this idea of personality clarifies why some school principals are portrayed differently as vote based, totalitarian and free enterprise concerning their authority style. The predictable examples of conduct shape the personality of an individual.

The personality can't be characterized without thinking about the accompanying three terms:

- 1) The personality characteristics
- 2) Consistency crosswise over time
- 3) Consistency in any circumstance

Traits are characterized as "a recognized quality" of an individual, for example, strength. It is profoundly put stock in by social researchers that personality qualities are the extraordinary attributes that make "you". You are possessing self-confidence, you feel no fear even in untoward situations. You may face anybody without any fear and tension. Your bold and fresh face enforces others to follow your instructions with their will. Impelling leaders improved with certain personality traits dependably demonstrate their viability even in troublesome circumstances and trouble-full circumstances. So personality is might be characterized as "an arrangement of attributes, emotions, musings, and conduct because of which an individual is not quite the same as the others and that hold on after some time and circumstance.

Personality traits observed to be particularly applicable to leadership viability incorporate high vitality and stress resistance, legit, focused on perfection, appealing looks, fearlessness, enthusiastic development, mindfulness individual trustworthiness and great comical humor.

In addition, a compelling leader is constantly aware of social condition, straight forward, daring person and reliable. Attributes theory of initiative viability about concentrations around personality characteristics of successful leaders.

There are a few hypotheses related to the nearness and utilization of amusingness in people in general eye. "Chuckling as an announcement of sentiments of pervasiveness over someone else," is so necessary for face beauty. The hypothesis of prevalence has been the prevalent hypothesis of fun since the 1600s.

This theory additionally, considers humor as a sort of joy.

Literature Review

Humor as Joyful Life Activities

Humor is additionally utilized as a device for overseeing tension or shame as it can redirect consideration from an awkward circumstance. As a relational skill, humor is utilized to present troublesome themes or keep away from troublesome points. Humor has likewise been demonstrated as methods for social control. This likewise would permit simple absorption of new individuals into a gathering. These conclusions are drawn by Tanveer who likewise observed humor to be a helpful device in lessening social separation and tensions raised by family and friends.¹¹ Social advantages of funniness are frequently seen in associations. The era in which we are living is bombarded with troubles and sorrows. Here one must be enriched with sense of humor, gaiety and gallantry to excite his own heart besides the persons sitting around him. A joyful personality may easily take over all the troubles so easily. Here we must be excited with physical pleasure to enjoy the short span of our living life. There may be gallantry, joy and happiness to avoid the hypertension in our daily life.¹²

Vinton, Azhar, Ali and Ziv found that humor was viable in mingling new individuals to the way of life, making bonds among representatives, and encouraging the achievement of job in an authoritative setting.^{13,14,15,16} He additionally bolsters hierarchical humor as they discovered it binds together workers, improves social esteems, and lessens struggle. Study of Tanveer provided evidence that working environment humor increase mental adaptability and mental and physical wellbeing.¹¹ He revealed that humor gave the "social ointment" that decidedly settled fellowship among the colleagues. Far-seeing the tension and corruption in our present era, the researcher was enforced to look into matter properly.

Statement of the Problem

The main statement of the problem was how well humor orientation and honesty contribute to the leadership effectiveness of the principal.

Research Questions

The study was steered to answer the following research questions

- 1) What is the individual contribution of the Principal's humor orientation to his leadership effectiveness?
- 2) What is the individual contribution of the Principal's honesty to his leadership effectiveness?

- 3) What is joint contribution of humor orientation and honesty taken together to the leadership effectiveness of the principals?

Population and Sample of the Study

Population of the study consisted of all the teachers working in government colleges of the Punjab. A sample of five hundred teachers randomly selected from one hundred government colleges was taken to complete the study.

Research Instrument

The researcher developed a questionnaire to measure the humor orientation and honesty of the principals. The principal's leadership was measured by LPI (Leadership Practices Inventory).

Data Analysis

The collected data was entered into SPSS and the data was analyzed using linear and multiple regressions

Results

Research Question 1: What is the individual contribution of the Principal's humor orientation to his leadership effectiveness?

Linear Regression Analysis of Humor Orientation with the Leadership Effectiveness

<i>Coefficients^a</i>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.865	.738		39.21	.00
	Humor Orientation	2.088	.221	.755	9.276	.00

a. Dependent Variable: Leadership Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.755 ^a	.570	.518	5.799

a. Predictor: (Constant), Humor Orientation

It shows that humor orientation of the principal accounted 57 % to the variance of his leadership effectiveness. Thus humor orientation is the best predictor of leadership effectiveness with significant predictive powers.

Research Question2: What is the individual contribution of the Principal's honesty to his leadership effectiveness?

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	21.861		
	Honesty	2.512	.265	.521	9.20	.000

a. Dependent Variable: Leadership Effectiveness

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.271	.277	6.872

a. Predictor: (Constant), Honesty

The above results of linear regression analysis displays that honesty is also a good predictor of leadership effectiveness with significant predictive power ($R^2=.271$).The individual contribution of the honesty (integrity) is 27 % to the leadership effectiveness.

Research Question3: What is joint contribution of humor orientation and honesty taken together to the leadership effectiveness of the principals?

Multiple regression analysis of the TWO predictors with the leadership Effectiveness

Model Summary of Multiple Regression Analysis

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.806 ^a	.649	.621	3.761

a. Predictors: (Constant) Humor Orientation, Honesty

The above table depicts that the joint contribution of the two determinants is about sixty five percent ($R^2=.649$) to the leadership effectiveness. It also shows that there may be other predictors of the leadership to be investigated in the future researches on the same ground.

Conclusion

It may be concluded seeing the results of data analysis that humor orientation is the best predictor of leadership followed by honesty. Both the personality traits of the principal well determined the leadership effectiveness. The joint contribution of the two predictors was found 65 percent towards the leadership effectiveness. It is also concluded that there are surely some other predictor of the leadership to be investigated in next research studies on educational leadership and personal traits like happiness for better solution of the problem.

Recommendations

Good and ever wanted personal traits of the leadership dominantly contribute to see him more effective and powerful. These are the inborn qualities gifted by Almighty Allah. The leaders enriched with these qualities/personality traits are more satisfied, bold, cheerful and dominant in each field of living life. Based on the findings of the study, it is recommended that the principal must be enriched with good sense of humor and honesty (integrity). He must be cheerful, live hearted, bold with so attractive face and smiles. He must always be tension free with joyful pleasure to attract his followers towards him. All the persons around him will enjoy his company. Even his enemies will appreciate his joyful sentiments and happy gestures of his life. He may be happy, joyful and tension free if and only if when he is honest. The honest persons never feel any kind of tension as their life has never touched corruption and dishonesty. They are just honest in every assignment and social responsibilities. So it is highly recommended that the principal must be enriched with good sense of humor and honesty to see his leadership more effective. The principal possessing the required personality traits may be more successful in each field of life. He should behave with his subordinates in a sympathetic and cheerful way. His good personality traits must be evident in daily activities in and out of school. His honesty will also favor him to get the work done from his followers in time. He must display his honest sentiments in his daily life for better results.

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