

THE INFLUENCE OF SCHOOL LEADERSHIP ON JOB SATISFACTION

Abstract

This article deals and explores the role of importance of school leadership in successful educational institutions. The success of leadership needs to be accompanied by high emotional intelligence regarding the needs and abilities of the personnel. However, it is claimed that the effective leadership does not need to emphasize the rational justification of certain aspects of the personnel like their cognitive, verbal and communicative skills. On the contrary, it must be aware of their emotional burden through which their work serenity and visible increase of their professional performance is stabilized. Thus, the awareness of the emotional and personal condition of the personnel should be a fundamental priority of the perceptive and effective leadership and the main characteristic of its uniqueness.

Key-words: type of leadership, charismatic leadership, emotional intelligence, performance increase

Introduction

It is a well-established and widely recognized premise within the academic literature that the true capacity of leadership does not solely rest upon technical expertise or hierarchical authority, but rather upon its ability to manage, regulate, and deeply comprehend both the leader's own emotions and those of the individuals constituting the organizational workforce. This profound understanding, when exercised with appropriateness, sensitivity, and refined competence, yields substantial benefits not only for the leader but also for the entire organizational ecosystem. Leadership, therefore, cannot be detached from communication; on the contrary, it is indissolubly and irrevocably intertwined with the processes of proper, methodical, and strategically oriented communication. From this perspective, it becomes clearly evident that the overall well-being, professional development, and progressive advancement of an organization's personnel depend fundamentally on the character that leadership manifests in domains such as interpersonal collaboration, reciprocal communication, and ethical behavioral conduct (Lee et al., 2016).

Yet, it must be emphatically underlined that what is often referred to as the "emotional flexibility" of leadership is not an isolated or superficial skill; instead, it emerges as a natural outgrowth of the personality structure of the organizational leader. This structure, in turn, is shaped and conditioned by the leader's personal beliefs, value system, and attitudes concerning the contemporary operational environment of organizations and their overall effectiveness in fulfilling strategic goals (Shim, 2010; Ilies et al., 2015; Karanikola et al., 2020; Lan et al., 2020). More expansively, the most effective forms of leadership are those that are able not merely to superficially identify but to deeply analyze and diagnose the structural problems, inefficiencies, and dysfunctions of the organization. A leader of such caliber is expected to conduct an ongoing analysis of the organization's status quo, to listen carefully and with genuine receptivity to the strengths, weaknesses, and resilience capacities of personnel, and to establish objectives that are not abstract but are directly aligned with the broader professional and cultural profile of the organization. These objectives must be realistically attainable, increasing the probability of successful implementation and practical realization (Paloş&Gunaru, 2017).

In light of these considerations, it is equally important that leadership be capable of discerning, interpreting, and cognitively processing the thoughts and aspirations of employees who display both the potential and the willingness to complete their assigned tasks and responsibilities. Furthermore, leadership must consistently cultivate relationships built on genuine trust, transparency, and reciprocal assistance, acknowledging the fears and vulnerabilities of personnel while simultaneously managing their ambitions with justice, impartiality, and moral integrity (Oreg&Sverdlik, 2018; Northouse, 2019).

Distinctive Traits of Exemplary Leadership

It has long been acknowledged in organizational psychology that a set of distinctive personality traits exerts a decisive influence—either positively or negatively—on the effectiveness with which leadership can be exercised, particularly in matters related to the organization, mobilization, and management of human resources. Traits such as persistence, strong extroversion, constructive assertiveness, strategic determination, unwavering goal orientation, and the persuasive capacity to influence others often function as differentiating factors that distinguish one leadership style from another, thereby rendering a specific leader both more effective and more memorable (Nickels & Ford, 2017).

Beyond this descriptive account, it is vital to recognize that, as suggested by contemporary theoretical frameworks, all individuals tend to respond to the challenges and responsibilities associated with their professional role in ways shaped by their inherent neurophysiological predispositions and long-established psychological capacities. These innate abilities, which may include resilience, stress tolerance, or interpersonal adaptability, contribute to forming stable behavioral patterns. Within this understanding, leadership that truly stands apart is not generic but instead possesses a constellation of unique traits that position it as the most appropriate and effective for fulfilling its mission and organizational mandate (Ng & Sears, 2017; Kouri et al., 2020; Takahashi et al., 2022).

Within this conceptual framework, pioneering leadership should be envisioned as operating within an alternative cultural paradigm of administration and organizational behavior. Such leadership must: a) distinguish itself by extraordinary adaptability and flexibility, b) display exceptionally advanced cultural, cognitive, and emotional intelligence, c) continuously demonstrate in practice a profound and comprehensive expertise in its professional domain, d) be characterized by resilience, optimism, and a strong sense of self-confidence, e) inspire and mobilize personnel not merely through displays of authority or hierarchical power, but by uniting them around shared objectives and collective aspirations, and f) foster an atmosphere of trust which is deeply anchored in ethical considerations and moral responsibility (McCracken, 2015; Ampofo et al., 2022). It follows, therefore, that leadership styles differentiate themselves through the coexistence and interaction of diverse traits which collectively define their identity and functional orientation. The stability and consistency of leadership behavior, particularly under unforeseen stressful circumstances or organizational crises, is determined largely by these distinctive features, which function as the foundational pillars of its existence across institutions (Shonk, 2019; Boufounou&Argyrou, 2022; Nagata et al., 2022).

Moreover, when considering the specific characteristics of leadership personality, a delicate balance must be maintained. On one hand, leadership traits must necessarily differ from those of the workforce in order to provide effective guidance, yet on the other hand, they should not diverge so radically as to create alienation or disconnection. Instead, they should overlap substantially with the average profile of employees, thereby fostering a sense of identification and resonance (Baquero et al., 2019). Consequently, an outstanding and effective leader is expected to embody qualities that both differentiate them from employees and simultaneously enable common ground and mutual identification. It is equally critical that leadership be endowed with high intellectual capacity and broad cultural knowledge, for

leaders are called upon to manage a workforce characterized by diverse cultural backgrounds, varied perspectives, and often non-traditional approaches to problem-solving (Yaginuma-Sakurai et al., 2020). Taken together, these considerations reveal that the distinctive attributes of leadership must reflect, to a significant degree, the general profile of employees. This is because workers often strongly identify themselves and their contributions with the symbolic and functional power embodied by leadership (Sousa & González, 2016; Shingu& Ambo, 2019; Iwaasa& Mizuno, 2020).

The Purpose of Leadership in Organizations

For any organization to achieve even a minimal degree of structured functioning, internal cohesion, and operational homogeneity, leadership is indispensable. Historically and sociologically, leadership has always emerged as the essential mechanism through which social group's structure themselves, establish order, and sustain continuity. Thus, within organizations, leadership is not an optional accessory but rather a constitutive necessity: it serves the dual purpose of representing the workforce as a collective entity to external stakeholders while simultaneously directing, guiding, and coordinating the initiatives, projects, and undertakings of the organization as a whole (Sato et al., 2021).

In light of this perspective, leadership becomes a mandatory institutional condition, providing stability, balance, and confidence to employees while simultaneously equipping organizations with the capacity to respond to both routine challenges and unexpected crises (Britain's Healthiest Workplace Vitality, 2025). By ensuring that each member of the organization is empowered to undertake initiatives and responsibilities tailored to their personal competencies, skills, and professional profiles, leadership enables employees to fulfill their tasks effectively and autonomously. In so doing, leadership consolidates its role as the central axis of organizational functioning, for it is the leader who sets objectives, devises strategies, allocates tools and resources, and facilitates channels for task completion (Lu, 2018).

Nevertheless, leadership's legitimacy and its authority as a credible force can be undermined when communication gaps, interpersonal misunderstandings, or structural conflicts arise between leaders and personnel. Such dysfunctions, if not properly addressed, almost inevitably lead to inter-personal disputes, organizational disintegration, and a profound decline in collective efficiency (Knight et al., 2017). Therefore, the necessity of leadership is underscored not merely by its ability to provide solutions but also by its obligation to prevent conflicts, ensure cohesion, and maintain organizational momentum. In this context, it is crucial to note that leadership must avoid arbitrariness, since unilateral or authoritarian decisions can easily lead to misinterpretations, conflicts, and damaged trust in collaborative environments (Health Enhancement Research Organization, 2025). When leadership represents employees accurately, transparently, and rationally, it eliminates biases, reduces stereotypical behaviors, accelerates problem-solving processes, and encourages the generation of innovative, pioneering ideas. These, in turn, contribute to the continuous development of employee skills, dramatically enhancing their performance and overall organizational productivity (Glover, 2015; Angelini et al., 2021).

Forms and Methods of Leadership Practice

The forms and methods through which leadership is enacted constitute indispensable components of organizational functioning. Leadership, therefore, engages in a continuous process of employing diverse strategies to persuade, inspire, and mobilize personnel. Its primary goal is to secure acceptance of its plans, visions, and objectives regarding organizational structure and operational efficiency, while simultaneously ensuring that these

aims are translated into tangible results (Amarantou et al., 2018). The resolution of organizational dysfunctions is not an isolated matter resting exclusively upon the leader's shoulders; rather, it depends on the suitability, adaptability, and effectiveness of the strategies and methods employed in the exercise of leadership. From this viewpoint, the effectiveness of leadership must be seen as intrinsically linked to its capacity to synthesize, integrate, and operationalize different forms of guidance, mentoring, and motivational practices in ways that correspond to the unique character of its workforce (McCarley et al., 2016; Nakatani, 2019; Mori et al., 2021). Essential to this endeavor is the leader's ability to understand and value the individual contributions of each team member, using this understanding as the primary principle upon which decision-making processes are built. Such decisions must be perceived as fair, transparent, and equitable, thereby preventing doubts, disputes, or suspicion among stakeholders involved in organizational life (MacKay & Chia, 2013; Justesen et al., 2017).

Moreover, leadership that redefines and enriches the meaning of the personnel's role within the organization creates visions and fosters trust, inspiring employees to carry on their productive work free from undue interference or external pressure. More broadly, employees feel integrated and valued within their organizational setting when they perceive leadership as genuinely attentive to their needs, willing to support them, and capable of providing meaningful incentives through rational and inspiring visions of both their immediate present and their long-term professional future (Kojima et al., 2017).

Conclusions

It has become increasingly clear in contemporary leadership studies that academic credentials or intellectual capacities, while valuable, do not in themselves constitute reliable indicators of guaranteed leadership success. Broad cognitive abilities alone do not ensure the effective management of complex organizational actions, particularly when it comes to accurately understanding and responding to the multifaceted needs, motivations, and aspirations of human resources—the essential driving force of organizational functioning.

Instead, the true cornerstone of enduringly effective leadership lies in its ability to recognize, regulate, and channel the emotions of organizational members who contribute daily to the growth and advancement of the institution. The mastery of emotional intelligence, therefore, represents the decisive key to leadership excellence across varied contexts, organizational structures, and situational barriers. By cultivating emotional competence, leadership not only supplements but also enhances the various strategies, structures, and management styles it adopts, ensuring their sustainable implementation and their ultimate success over time.

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