



STRATEGIES FOR ADVANCING GOOD LEADERSHIP IN NIGERIA UNIVERSITIES

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ABSTRACT

The study examines the strategies for advancing good leadership in Nigerian Universities. It identifies some leadership styles and their constraints in the University Education. The process and strategies used in influencing employees towards the achievement of organizational goals and excellence by leaders is highlighted. Outstanding leaders in Nigerian universities combined their vision and the vision of the institutions in transforming the school system and their employees. This is because they have picture of the preferred future prospects of the school system. Motivation serves as the key approach to transform the institution for better accomplishment of target goals in the university set up. It further reveals the factors that determined the strategies for advancing good leadership in the universitize. The study concludes with the following recommendations among others; that the university education should focus on leadership strategies that will give university leaders a solid basis in theory and practice to perform their job, leaders in the university education are encouraged to adopt the most suitable leadership strategies for advancing university education to achieve positive results, strategies for advancing good leadership should include improvement of administration performance, team-building, enhanced employees through motivation and school innovation in teaching and learning.

Keywords: Strategies, Leadership, University Education, Organization, Employee, Motivation.

Reference to this paper should be made as follows:

Gbarage, M. B. (2020). Strategies for advancing good leadership in Nigeria universities. *International Journal of Institutional Leadership, Policy and Management*, 2(2), 230-245.

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INTRODUCTION

The universities are established to contribute significantly in the achievement of educational objective of the people in the society. This means that the university education serves as one of the basic organisation for achieving high basic man power and supply of intellectual knowledge. If the university education must produce the needed knowledge and capacity for nation building, it means the leadership of the university must strategies their leadership styles to enhance effective administration and management of the university education system. Therefore, strategies for advancing good leadership are sine-qua-non for achieving

job performance in the universities. For an organisation like the universities to produce the needed high level of employee performance and organizational productivity needed in the society, the organisational leadership must be effective to provide the enabling management strategy that will enhance organisational growth.

Akpanabia (2015) asserted that there is nothing as elusive as having good leadership in any organisation. Wealth and power are distinct variables from leadership quality because they cannot constitute good leadership. An important factor to note in the leadership process is the relationship that a leader has with individual followers. Effective leadership styles involving strategies are needed to achieve the required job performance and capacity building. According to Lian (2011) leadership style is the manner and approach of providing directions, implementing plans and motivating people. Having acquired the human resources, there is the need to maintain and keep them together. It should be noted that every individual has, his personal expectation for working in an organization. The input of this individual employee lies in the hands of the leaders.

To this effect, the leadership of the universities must employ the appropriate strategies for making employees stay at work, feel contented, ready to put in their best and that their expectations are met without neglecting the overall corporate objective of the organization. There are numerous styles of leadership which can be strategies to advance good leadership and enhance human capital development in Nigeria university education. Such include; motivation, autocratic leadership style, democratic leadership style, human relations leadership style, transformational leadership style, transactional leadership style, and laissez-faire leadership style (Ubah, 2015). The way and manner this leadership styles are used to determine the level of job performance in the university system. Such job performance can be achieved through motivational leadership style. The motivational leadership strategy is needed as a catalyst leadership styles in the university system.

If the leaders adopt good strategies for motivating staff, it will enhance staff to perform their function very effectively, such leadership strategies could be inform of democratic, consultative, human relations, transactional and transformational leadership styles. When such leadership styles are used, the achievement of the organizational goals and intellectual capacity of the individual, graduating from the university can key into the global world of work. It is a fact that motivational and democratic leadership styles will make the staff of the university education to feel free in making their own contributions to transform the school system and their employees. The leadership styles in the university can enhance effectiveness of human relations that will make the staff and management of the university to understand the feeling, needs and aspiration of all the employees while autocratic and laissez-faire leadership style in most cases may discourage employee commitment at the long run.

Background to the Study

Presently, organizations are losing key staff to other companies due to lack of good leadership in the organization. Advancing good leadership through good character behaviour is very important to any organization and to employee. In an organization where the management lacks good strategies, the staff will not put in their best and the organization will be experiencing low productivity. Currently, employees are not happy and not having job satisfaction in their workplace because of bad leadership. No good strategies for staff satisfaction on the job. The employees are paid poor salary, no good welfare packages, no professional training, no good health care, etc. Hence, resulting to; lateness to work, conflicts, complain, frequent absence to work, etc. The sole aim of any organization is to make profits in any situations. Higher productivity in an organizational leadership comes as a result of effective staff motivation in exhibiting good leadership character. It would be painful for any

employer or director to lose his/her experience performing employee added to his/her wealth of experience to another organization due to lack of bad character. This unhappy employee will surely contribute to the failure of the organization without knowing. The motivated and satisfied employee through good character will show high commitment to the goals and objectives of the organization. Thus, in this quick changing and challenging work time, it is only an organization that shows greater concern in advancing good leadership behaviour and employees' motivation that will survive. Organizational higher productivity streams from when leader shows highly motivational strategies in the establishment. Current business demands that there should be good strategies for advancing good leadership in Nigerian Universities. Leader need to apply different strategies of good behaviour and motivating employee to direct his/her behaviour to achieve organizational goals and objective.

Concepts of Leadership

Leadership in institutions is about directions, setting and inspiring others to achieve a goal for the university system. Leadership provides support and inspiration to others to achieve the best for both the students and staff of the universities in their care. Leadership is not set in isolation but set in the context of organizations and the wider society. Leaders oversee all the affairs of the institutions or organization and become responsible for thinking out fresh ideas for the administration of both human, physical resources and providing finances for such organization. There are administrative hierarchies of leaders in the administration of every institution that required the needed knowledge and capacity for nation building. Their hierarchy of authority must be active to produce followers with initiative based on the positive leadership styles of their leaders (Usen, 2016).

Leadership is defined as the influence, the art or process of influencing people so that they will act willingly and enthusiastically towards the achievement of group goals. It is a complex process by which a person influences others to accomplish a mission, task or objectives and directs the organization in a way that makes it more cohesive and coherent (Brumbach, 2008).

Akpanabia (2015) noted that leadership as an aspect of directing, causing individuals to act in a certain way or follow a particular course. A leader is known as a person who influences a group of people towards a specific result (Halpsong & Lubar, 2010). Ogbonna (2009:16) defines an effective leader as an individual with the capacity to consistently succeed in a given condition and be viewed as meeting the expectations of an organisation or society. While Akubuiro (2009) defines a leader as one who stands out with qualities that influence others towards achieving goals. The leader performs the task of encouraging, harmonizer, role model, standard and pacesetter. He also has an individual role of being an aggressor and dominator.

Leadership is the ability of a leader to influence a person or team to follow a particular course. To lead is to guide, to conduct, direct and protect others. Therefore, leadership is the ability to surrender all privileges for the good of others. According to Asubiojo, Adewusi and Oyediran (2005), leadership connotes so many things put together, it is discipline, it is an activity, etc. However, it is observed in some universities in Nigeria that some leaders have turned themselves into demi-gods or small gods of sort. They behave as if the world revolves around them, being opportune to have been in position of authority or being at the helms of affairs in various departments of an institution. Wong (2007) describes a leader as a person who influences a group of people towards achievement of a goal. Ojikutu (2008) says a leader must see self as first among equals, bearing in mind that leadership only succeeds when their subordinates are carried along, it is a team and everybody from the one at the top to the lowest in rank in the organization have vital role to play, while to succeed,

there is need to carry others along. Malachy and Orji (2013) defined leadership style as a leader's behaviour and attribute of governance and supervision. In a similar manner, Igbai, Anwar and Harder (2015) defined leadership as the ability to employ managerial competencies to organized performance processes by inspiring, igniting and motivating teams/employees to meet set educational/organizational goals.

Leaders in any institution should term his responsibilities as a visionary, and change agent by engaging and motivating others to improve and become better through their actions. They should lead by effective and efficient communication with colleagues and informing them of the institutional goals.

Types of Leadership Styles Identified for the University Education

Leadership style is the absolute decentralization of decision power in an organization. Universities in Nigeria has over the years aspire for good leaders who can manage their institutions effectively and efficiently to produce new ideas, knowledge and pragmatic solutions to various challenge affecting the achievement of educational goals. But each leader is challenged with the task of exhibiting unique pattern of thinking, feeling and behaviour to deal with people and situation. The leadership style and action can also depend on the situation and inclined paradigm. A leader has several leading styles which can be manipulated to achieve good leadership and educational goals. Ukaidi (2016) identified leadership styles as autocratic, bureaucratic, charismatic, democratic and laissez-faire, while Gene and Burlon (2010) identified leadership styles as; authoritarian, democratic, laissez-faire, charismatic, transformational leadership styles. However, there are leaders with only one leading style, but many leaders have combination of many styles, although these styles can be classified in many ways. These leadership styles have a great impact on the university education operation. The combination of many effective leadership styles can increase job performance, boost up employees moral, motivate and contributes positively to the prospect of producing high level manpower for nation building. Leadership happens to be the core and of course the nervous system in every institution of learning or organizations. The extent of leadership success depends on the leadership styles exhibited in carrying out the administrative and management of the university affairs.

Leaders in the university hold the key to the progress and success of the institutions. Leadership position is of inestimable importance in educational administration because of its far reaching effects on the accomplishment of school programmes, objectives and attainment of the university educational goals. Leadership roles in the university seek to inculcate community spirit in the students through projects and action research. The leadership of the institutions is challenged with the task of promoting indigenous knowledge in Nigeria and the global community through the conduct of research and disseminating the results. They should be able to influence their employees who are their immediate subordinates in the university management system.

TYPES OF LEADERSHIP

For the purpose of this study, styles of leadership suitable for university education are discussed. Several scholars have identified different types of leadership and leadership styles in different institutions/organization based on their study. The emergence of a leadership is determined by the prevailing environment of the institution either by external or internal environmental factors. However, this study adopts types of leadership styles provided by Abayomi (2003), Singapore Productivity Association (2010) and Gene and Burlon (2010) as follows:

Transformational Leaders

Transformational leadership is all about perception; it only works if it is able to influence the followers' feelings. But when it works, it uses charismatic and inspiring styles, transformational leadership are usually versed in the power of language and imaginary in terms of transforming followers. The positive connection between transformational leadership and job performance is so strong that any organisation/institution that ignores this type of leadership style will always reduce their optimum productivity. Leaders such as the head of department, deans, etc. at the position of leadership need to understand how task are perceived or performed among followers. Transformational leadership is so important that research has shown that this style of leadership is appreciated around the world. They also inspire their followers by making them feel like they are autonomous and important to the large cause.

According to Njoku (2018), transformation leader's focus on the followers and their needs. According to him, they improve on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail, Halim, Munna, Abdullah, Shminan & Muda, 2009). Transformational leaders act as a bridge between leaders and followers to develop clear understanding of followers' interest, values and motivational level. Furthermore, transformational leadership is the leadership style that is characterized by visions, creativity and positive changes in the environment. It promotes high performance, motivation and morale among followers. These type of leaders act as role models to their followers, this serves as an inspirational and engenders their commitment to the educational goals.

Burns (1978) defined transformational leadership as a process in which leaders and followers help each other to advance to a higher level of morale and motivation. It is an approach that redesigns perceptions and values, changes expectation and aspiration of employees, and create significant changes in the life of people and organizations. The transforming approach is sometimes based on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals. The behavioural characteristics of a transformational leader are summarized as; visioning, inspiring, stimulating, coaching and team building.

The importance of mentoring cannot be underestimated as senior academics or senior lecturers are expected to serve as a role model to junior ones or junior academics. The government and university administrators should settle all integrity issues and secure the trust of faculty members in order to engender commitment and foster the development of the university education. Faculty members should be given a one-on-one attention in order to solve issues peculiar to each of them. This can be attended to through effective mentoring and coaching of junior faculty members by senior lecturers. Transformation leadership may be considered as an improvement on the other leadership styles. It is built on vision, charisma and clarity of responsibilities and rewards.

Democratic Leadership/Participative Leadership

Democratic leaders tend to invite other members of the team to contribute to the decision-making process, although, they make the final decision. Hence, it increases job satisfaction through involvement of others and helps to develop people's skills. Employees would also feel in control of their own destiny and motivated to work hard by more than just a financial reward.

This is people-oriented and counts on the participatory contribution of the subordinates (Mgbodile, 2004). It permits initiatives, originality and creativity in school work operations and promotes hard work among teachers and other subordinates. This approach could take longer time, but often with a better end result. Democratic or participatory leadership is important when working as a team and when quality is more important than speed to productivity. Meanwhile, democratic leaders in the university education seek the opinion of their subordinates and takes cognizance of their advice and recommendations before taking decision.

The democratic leadership style has a great influence on the university education system with other leadership styles combined. This produce effective outcome in education can move the society forward, hence, subordinates are always in position to have trust and confidence in their leader (Mohammed, 2012; Mohammed & Gbenu, 2007).

Charismatic Leadership Style

This is observed to be the most successful trait-driven leadership style. Charismatic leaders have a vision, as well as a personality that motivates followers to execute their vision. Charismatic leadership provides for its followers the opportunity for creativity and innovation and is often motivated. When leaders with charismatic leadership styles are at the helm of affairs, the employees in the institution try to emulate the positive quality of such leader. There is however, one significant problem that potentially reduces the value of charismatic leaders, they can leave the organization once they are not satisfied with certain management decision. Once they leave, the organization is challenged with the task of effective and efficient continuity.

Laissez-faire

Laissez-faire means “leave it be” in French. It is used to describe leaders who leave their employees to work on their own. Laissez-faire leadership can only be effective when leaders monitor what is being achieved and communicates this back to the team regularly. Laissez-faire leadership style suits the condition of employees where individual employees are very experienced and skilled. This type of leadership is observed when the leadership do not control the employees sufficiently.

People-Oriented Leadership

This leadership style is the opposite of task-oriented leadership. People-oriented leaders are totally focused on organizing, supporting and developing the people in teams. It is a participative style and tends to encourage good leadership and good teamwork and creative collaboration.

Servant Leadership

When a leader is able to meet the needs of his team, he or she is described as a servant leader. The whole team tends to be involved in servant-leadership style. Servant leadership in many ways is similar to democratic leadership, in terms of involving people in decision-making. This type of leaders achieves power on the basis of their values and ideals.

Autocratic Leadership Style

These types of leaders are usually seen to be inexperienced with leadership trust upon them in the form of a new position or assignment that involves people leadership. Autocratic leaders retain for themselves the decision-making rights. They can cause problems to their institutions/organization because they force their “followers” to execute strategies and services in a very narrow way, based upon a subjective idea of what success looks like (Njoku, 2018). In their type of leadership, there is no shared vision and little motivation beyond coercion, commitment, creativity and innovation are typically eliminated by autocratic leadership.

LEADERSHIP MODEL FOR UNIVERSITY LEADERS

It is advisable for developing countries to focus on the forces of globalization that have provided for extraordinary growth through network across the various universities globally, therefore, globalization should be understood as a force through which we can further advance the betterment of mankind. Hence, university communities should offer important resources for reframing this understanding to advance the development of education across the globe. Developing countries can emulate from the leadership quality of leaders from developed countries, because they are known to possess good qualities and sound education base as part of their characteristics which have transformed their educational, political and economic system for good (Okoli & Nyewusira, 2011).

Several responsibilities of the university’s development lie in the hands of the governing council while the university senate oversees the academic programmes and development of the university. The day-to-day management of the university and implementation of policies are the responsibility of the Vice Chancellor (VC) and other principal officers. This places a high responsibility on the VC. University leadership represents an opportunity to assume responsibility and exercise authority for the entire university system. Campus leadership needs to be directed at strengthening system components primarily at the local environment and maximizing local factors for the university to adapt itself to the world standards and interact with others in an international environment (Eskandari, 2010). As the Vice Chancellor leads, he needs a group of leaders who have sufficient capacity to work together as a team and sufficient competence and power to manage the change.

The Vice Chancellors of universities should be appointed to the position through democratic means and not by imposition as is done at times by the government. The selection of candidates for the post should be based on their accumulated knowledge and experiences, deep understanding of the intricacies of the job and past accomplishments in a number of situations on the past posts held proving their worthiness of their profession.

GOOD STRATEGIC METHODS FOR ADVANCING LEADERSHIP IN NIGERIA UNIVERSITIES

Strategic is a plan of action that is created to achieve a goal in university education. Strategic leadership meaning a manager’s potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very

difficult issues that influence and are influenced by occasions and organizations' external to their own. The goal of strategic leadership is strategic productivity. Another aim of strategic leadership is to develop an environment in which employees forecast the organization's needs in context of their own job. Strategic leaders encourage the employees in an organization to follow their own ideas. Strategic leaders make greater use of reward and incentive system for encouraging productive and quality employees to show much better performance for their organization. Functional strategic leadership is about inventiveness, perception, and planning to assist an individual in realizing his objectives and goals. Strategic leadership requires the potential to foresee and comprehend the work environment. It requires objectivity and potential to look at the broader picture (Murphy, 2014).

Below are seven good strategic methods for advancing leadership in Nigeria universities:

- Good strategic Planning;
- Good Policy Formation/Implementation;
- Transformational leadership style;
- Good Motivational strategies;
- Emotional Intelligence (EI);
- Good Leadership Skills;
- Good Leadership qualities.

Good strategic Planning

United Nations Strategic Guide for Managers defined Strategic planning as a process of looking into the future and identifying trends and issues against which to align organizational priorities of the Department or Office. This means aligning a division, section, unit or team to a higher-level strategy. *It is all about achieving a goal in the most effective and efficient manner possible.* For everyone, strategic planning is about understanding the challenges, trends and issues; understanding who are the key beneficiaries or clients and what they need; and determining the most effective and efficient way possible to achieve the mandate. A good strategy drives focus, accountability, and results.

The Five Good strategic Planning Stages are:

- Clarify Your Vision. The purpose of goal-setting is to clarify the vision for your business. ...
- Gather and Analyze Information.
- Formulate a Strategy.
- Implement Your Strategy.
- Evaluate and Control.

Good Policy Formation/ Implementation

For advancing good leadership in Nigeria University, one should be able to make policy and implement it. Actions must be taken so policy formulation in the university would be achieved in no distant time. Policy without implementation is as if nothing has ever taken place. Formulating and implementing policies are different issues in theoretical and practical terms. The implementation might be a complicated process because it concern with political,

financial and administrative issues, and it requires motivation, proper lobbying, and technical, professional and administrative support.

Policies are written statements of ideas, goals and plans of action, proposed or adopted by some agencies. Public policymaking is often viewed as a conveyor belt which issues are first recognize as a problem, alternative courses of action are considered, and policies are adopted, implemented by agency personnel, evaluated, changed and finally on the basis of their success.

Briefly, all this process or activities that occur in public policymaking are the stages of policy cycle which illustrate the life of each policy. Starting from setting the agenda until evaluating the policy than edit it or terminate it by giving an alternative policy which will replace it and pass all the process, each policy must overtake this process that is called policy life cycle.

As a general concept, policy implementation can be defined as the third stage of policy cycle, it means the stage of the policy process immediately after the passage of a law, or the action that will be taken to put the law into effect or that the problem will be solved. Implementation, viewed most broadly means administration of the law in which various actors, organization, procedures, and techniques work together to put adopted policies into effect in an effort to attain policy or program goals. Implementation can be also defined in terms of outputs, or the extent to which programmatic goals are supported or perused, like the level of expenditures that committed to the programs.

Process

Most authors propose specific activities and systems that they think are necessary to effectively implement a strategy. Strategy implementation requires the following activities for effective implementation of goals (Mainardes et al., 2011):

- Strategy articulation - Building consensus within the team responsible for delivery of the strategy about the outcomes to be achieved
- Strategy validation - Engaging with stakeholders and others to confirm strategic outcomes being pursued are acceptable
- Strategy communication - Convert strategic objectives into clear short-term operating objectives that can be assigned to groups for delivery
- Strategy monitoring - Monitor the progress of the organisation in delivering the strategic objectives
- Strategy engagement - Managerial interventions designed to ensure organisation successfully achieves chosen strategic outcomes

Transformational Styles of Leadership

Individualized Consideration Strategy

This is a situation where transformational leadership involves offering support and encouragement to individual followers. Udegbe (1999) described individualized consideration as giving personal attention, coaching, advice, and treatment given to employee individually.

Inspirational motivation

This involves leaders having a clear vision and being able to articulate the vision to the followers. These leaders are also able to help followers experience the same vision and motivation to fulfill these goals of the institution by clearly communicating high expectations, the importance of the university mission and using symbols such as slogans to focus the followers' efforts. University administrators can clearly communicate the high expectations and goals to faculty members and focus their efforts through inspirational motivation of employees. This can take the form of organizing training, conferences and encouraging high quality research in order to ensure capacity building of the university product.

Intellectual Stimulation

This is another strategy that is characterized by a value for creativity and innovation. It suggests a situation in which transformational and democratic leaders challenged the status quo and promote ingenuity among followers. The leader encourages followers or employees to explore new ways of doing things and new opportunities to learn. This is necessary in the Nigerian academic if faculties are to turn out quality researches required to make the university in the world ranking list. The reason for Nigerian universities not to be among the world ranking universities is because they are not intellectually stimulated and adequately motivated to unleash the potentials embedded in them. Government, university leadership and management should ensure the availability of modernized research facilities and encourage brainstorming among the academics in the faculty.

Idealized Influence

This is the ability of leaders in the universities to act as a role model for the junior employees. This is because in every institutions or organizations followers trust and respect those in leadership positions, they emulate this individual and internalize their ideal.

Good Motivational Strategies

The word "Good Motivation Strategies" meaning different method used by management to make employees happy and have job satisfaction in his/her workplace. For instance, pay good salary, professional training, educational grant allowances, car loan without interest, free health care, etc.

Motivation is the ability of a leader to influence a person or a team to do what he/she could not have done ordinary. Motivation refers to conditions that determine why people do or refrain from doing things. In this way, the concept of motive becomes central, referring to the driving force within a person. Taken together, the process of motivation involves choosing alternative form of action in order to achieve some desired ends or goals. Motivation is the driving force to pursue and satisfy ones needs. Motivation is the process of stimulating people to action, to achieve desired goals. A leader who lacks motivation cannot succeed in his/her business. Apart from equipment resources, human capital is the greatest resource a leader has for his set goal achievement. Hence, motivation cannot be overlooked in organization that wants to survive. Lack of motivation is manifested in a workers not showing interest in performing his/her duties such as: truancy, idleness, absenteeism, frequent excuse duties, conflicts etc. Motivation is an important stimulus that directs human behavior to a given direction without resistance. Workers should be highly motivated so that organizational goals and objectives would be achieved.

Types of Motivation: There are two types of Motivation:

Intrinsic Motivation – Generally people can be intrinsically or extrinsically motivated. Intrinsically activated staff derives joy in being part of the organization and enjoying a sense of accomplishment and achievement as a member of such organization who contributes towards the organizational growth. This type of motivation is “inner satisfaction” one derives in working in the company such as: stimulating work, flexible structures and procedures, and adequate level of autonomy. For instance, the salary might be poor but the employees derive satisfaction in working in the organization because the company has a high level of career development. The worker has room to grow, hence, this type of person will not be satisfied with high salary payment.

Extrinsic Motivation – These are physical needs of an employee such as: financial reward, promotion, staff quarters, car loan, free medical for staff and family, etc. This type of staff will not be happy if the salary is not good for him/her. He/she is not interested in what the future has for him/her but now. Extrinsically motivated staff exhibits work behaviours that will attract material and social rewards or to avoid punishment. It is also possible that one can exhibit both intrinsic and extrinsic behaviour at work place as a result of some personal factors.

Emotional Intelligence Leadership

Emotional intelligence has been defined by Goleman (1995), emotional intelligence the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately (Colman, 2008), and to use emotional information to guide thinking and behavior. This definition was later broken down and refined into four proposed abilities: perceiving, using, understanding, and managing emotions. These abilities are distinct yet related. Emotional intelligence also reflects abilities to join intelligence, empathy and emotions to enhance thought and understanding of interpersonal dynamics. However, substantial disagreement exists regarding the definition of EI, with respect to both terminology and operationalizations.

Currently, there are four main models of EI:

Emotional intelligence (EI), emotional leadership (EL), emotional quotient (EQ) and emotional intelligence quotient (EIQ), is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s). The model introduced by Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs (for more details see "What Makes a Leader" by Daniel Goleman, best of Harvard Business Review 1998):

- Self-awareness – the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others while using gut feelings to guide decisions.
- Self-regulation – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- Social skill – managing relationships to get along with others
- Empathy – considering other people's feelings especially when making decisions
- Motivation – being aware of what motivates them.

Goleman includes a set of emotional competencies within each construct of EI. Emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance. Goleman posits that individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies

Good Strategic Leadership Skills

The aims of leadership skills in organizations are to effectively motivate employees so that the goals and objectives will be achieved. Below are the positive skills (Koko, 2015):

- **Transformational leadership skills.** Is capable of changing the business into a results orientated one. Leaders who are results oriented.
- **Emotional skills.** Good leaders are aware of their strengths and weaknesses, and the ability to use them to achieve organizational goals.
- **Achievers Skills.** Effective leaders are able to accomplish goals by affecting the actions, decisions, and thinking of others, persuading them effectively to gain cooperation and get things done to achieve desired outcomes.
- **Motivating Skills.** The most successful leaders are able to inspire commitment, recognize and reward the contributions of others, and guide direct reports to complete work, especially, when goals are unclear. This may include motivating others to exceed expectations or put in extra effort — without monetary incentives.
- **Good Listening Skills.** Pay good attention to what your team has to say. Allow them to air their views before you come in “Speaking and hearing” are two sides of the same coin and the best leaders do both well. A leader who practices the art of listening gains the knowledge needed to solve problems, improve products or services, and build a strong company culture
- **People Management Skills.** One of the main skills of leaders is to lead the team by working with them and assisting them do their best on the job.
- **Team Work Skills.** Good leader is a team builder and also a member of the team. He or she gives direction, support, ensuring that every member of the team is able to do their part in the smooth running of the company and are often the voice of upper management to team members. Without debate, he or she is the most important person in the business.
- **Communication Skills.** For a frontline manager, communication skills are really important. Be a good listener, able to communicate well with your manager, but also with your team and with customers, write clearly so that one can be able to read.
- **Problem Solving Skills.** One of the outstanding skills is problem solving. Whenever a member of staff has a problem, their frontline manager is there to help them solve it.
- **Learning Abilities. Easy to Learn,** seek out diverse experiences, and quickly applying lessons learned to new challenges. He/she being able to integrate lessons learnt and adapt to the environment by recognizing/analyzing, and address new problems.
- **Implementers Skills.** Navigating organization to implement all policies to achieve goals is a key competence for good leadership
- **Customer’s Service Skills.** Leaders who is able to relate well with customers. Having interface with the customers in terms of complaint or problem. He/she handles customers’ problems and will not allow it to escalate to upper management.

Good Strategic Leadership Qualities

- **Loyalty:** Effective leaders show their loyalty to their vision by words and actions.
- **Stressful Time:** Effective leaders love his/her workers and take good care of them. When life is difficult with them, he/she can come in and assist them, for example, children school fees, house rent, medical bills, etc.
- **Reliability:** Good and effective leaders are reliable. The leader and his/her Team trust and rely on each other.
- **Good Salary/Bonuses:** Effective and proactive leaders pay employees good salary and bonuses on time. He/she avoid strikes of any kind.
- **Timely to work:** Proactive and effective leaders come early to work so that other persons can copy him/her. He/she hate delay in process in the organization, for example, payment of employees benefits.
- **Proactive:** This is the ability of a strategic leader by controlling a situation rather than waiting to respond to t after it happens.
- **Keeping them updated:** Effective leaders update employees about what is happening within the organisation, it can be formal or informal.
- **Friendliness.** Relating well to people, developing strong working relationships with managers and superiors, managing internal stakeholders.
- **Positivity/Hardwork:** Given team happiness, they will work harder and be happier themselves. Positivity can take many forms in the workplace—from providing snacks in the communal kitchen to keeping an upbeat tone in your internal emails.
- **Protect Employees.** Effective and powerful leaders protect employees' job and provide good welfare packages.
- **Innovation:** When you have been working at a company for years or simply been in the same career for a while, it's easy to get stuck. Being a strong leader requires practicality and realism, but just as importantly, it requires having an eye for innovation and the vision to execute on it.
- **Strong Communication:** Strong leaders are articulate to communicate vision. You may have a clear vision of what you're trying to accomplish, but if you can't convey it to your team or colleagues, it will be almost impossible to carry out. Communication also extends to "softer skill" practices, like having an open-door policy or holding regular one-on-one meetings with team members. Express your vision clearly and then make yourself accessible to discuss anything going on in the office.
- **Passion and Commitment:** Enthusiasm for your mission or project will get others excited because they can see and feel your dedication. Commitment is the ability to stay focused on what will make you successful.
- **Collaboration:** This is the ability of a leader to work with his/her team. This leads to trust, and your team will be there for you.
- **Honesty/Trust:** Work with team in an honest way. Strategic leadership all begins with honesty. "Honesty is the best policy" that generates trust within your organization.
- **Empathy:** Understand your team's problems by walking in their shoes and seeing things from their perspective. Practicing empathy creates meaningful connections because leaders develop an awareness of the challenges and needs of a team or department, versus sitting oblivious in an ivory tower.
- **Humility:** Humility is one of the most respected strategic leadership qualities. Humble leaders admit their mistakes, apologize when necessary, and always share

credit. This behavior makes you more “human” and relatable; it is also simply a best practice to empower and reward others instead of acting like the smartest person in the room.

- **Readiness to Delegate and Empowered:** Effective leaders are good in delegation, and love to empower. These will avoid overloading of responsibilities on the leaders.
- **Able to Handle Conflicts:** Effective and proactive leaders do not run away from difficulties. He/she is a problem solver.

FIVE Traits for Advancing Good Leadership

Here are five traits for advancing good leadership in Nigerian Universities:

- Must be a man of Vision;
- Openness;
- Focus;
- Courage; and
- Prudence.

CONCLUSION

This study has examined strategies for advancing good leadership in Nigeria university education. The study was carried out to determine the strategies and type of leadership styles adopted for advancing good leadership in the universities to enhance employee optimum performance. The study discovered that good leadership strategy is a road map for employee commitment and effectiveness. The study therefore, concludes that the level of employees input in the university produces high level manpower and enhance organizational growth. Conclusively, anyone who wants to be a good strategic leader should go and study the world’s best strategic leaders and adopt their attitudes and behaviours. Remember: leaders are made, not born.

Recommendations

It was therefore recommended that:

- The university leadership should always adopt transformational, Emotional, democratic, charismatic, people-oriented leadership, etc. in performing their day-to-day functions so as to achieve the goals of university education;
- The Vice Chancellor should be appointed through a democratic process and not by the government. The criteria should be based on quality accumulated knowledge and experience;
- Those appointed into leadership position should be appointed on the basis of integrity and tolerance;
- There should be a vibrant and formidable Alumni Association through which funds can be raised for the development of the university;
- The university authorities should regularly put in place training programmes for researchers and staff to enhance job performance;
- There should be communication between the research output from the university to individual, industries and government organization who will make use of this outputs.

- The university education should focus on leadership strategies that will give university leaders a solid basis in theory and practice to perform their job;
- Leaders in the university education are encouraged to adopt the most suitable leadership strategies for advancing university education to achieve positive results;
- Strategies for advancing good leadership should include improvement of administration performance, team-building, enhanced employees through motivation and school innovation in teaching and learning.

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