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# LEADERSHIP ATTRIBUTES IDEAL FOR ENHANCING PERSONNEL MANAGEMENT EFFECTIVENESS IN NIGERIAN PUBLIC UNIVERSITIES

**Eucharia Sotonye SOMIEARI-PEPPLE**

Department of Educational Management

Faculty of Education

Ignatius Ajuru University of Education

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## ABSTRACT

This paper examined leadership attributes ideal for enhancing personnel management effectiveness in Nigerian public universities. The aim is to provide a comprehensive understanding of how specific leadership qualities impact the management of personnel in academic institutions in Nigeria. This paper was anchored on two theories namely Situational theory and Synthesis Theory. The paper focused on six key leadership qualities: decision-making, problem-solving, communication, accountability, emotional intelligence, and decisiveness. The reviewed concepts suggest that effective leadership decision-making enhances personnel management effectiveness by ensuring efficient resource allocation and creating a conducive work environment. Similarly, leadership problem-solving skills were found to be crucial in addressing personnel-related issues and improving overall organizational performance. Furthermore, the paper indicated that effective communication by university leaders fosters transparency, trust, and collaboration among staff, leading to improved personnel management practices. Additionally, leadership accountability promotes a sense of responsibility and fairness among employees, positively impacting performance and job satisfaction. Moreover, the paper highlighted the significance of leadership emotional intelligence in managing workplace emotions, which can positively impact employee morale and productivity. Lastly, leadership decisiveness was found to be essential in ensuring timely and effective decision-making, crucial for addressing personnel-related challenges in a dynamic organizational environment. The study concluded that leadership qualities play a crucial role in personnel management effectiveness in public universities and provides insights for university administrators and policymakers to enhance organizational effectiveness and employee satisfaction. Among others, the paper suggested that there should be room for leadership training programs for university administrators to improve their decision-making, problem-solving, communication, and emotional intelligence skills.

**Keywords:** Leadership qualities, Personnel management effectiveness, public universities.

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## INTRODUCTION

The whole art of public universities effective management involves leadership; whether in the formal or informal organization. Adeyemi (2020) indicated that university education creates a change by affecting human behaviors positively, and it is an effective process in preparing individuals for the future. The adoption and use of existing values in education process can be achieved through well-trained leaders in the education domain. While these leaders guide the complete education system in central organizations, they extend up to being school administrators in rural organizations. The natural leaders of public universities as being at the core of education system are school administrators. The school administrators shall supervise and manage the events at school. Therefore, the type of leadership style and skills adopted by school administrators are significant regarding the effective management. The leader makes decisions that determine both organizational or institutional purpose and the means by which that purpose is fulfilled. The leader's action determines whether the potential of the public universities institutions or organizations members will be actualized or lie dormant and whether the emotional tone of the institution or organization will be characterized by warmth and enthusiasm or coldness and apathy (Adeyemi, 2006).

The term leadership can be said to be multifaceted. A leader is one who influences the behavior of others. If that is true, it then means that conditioning, motivation, recognition of personality differences and group dynamics, and so on, are part of leadership. Leadership in public universities administration is key and vital in the accomplishment of public universities programs and goals. Because of the importance of leadership in the institutional or organizational process, it has become a subject of everyday inquiries investigations by scholars of the public universities administration (Walson & Enwereuzo, 2022).

Leadership and management have become two concepts that are often confused. The manager is the employee who organizes, executes and controls the tasks assigned by their superiors. But the leader is the individual who has the power to influence the organization and guide by determining the target, mission and vision. Although it is not possible for each manager to be a leader, each manager must have leadership qualities. The leader is the one who makes people want to achieve the goal without coercing them, makes people believe they can, motivates them, and can influence others without using force (Nwite, 2016).

Effective leaders in public universities articulate a clear vision and mission for the institution. They develop strategic plans that align with the university's goals, ensuring that personnel management practices are directed towards achieving these objectives (Ogbuzo, 2018). Leadership and Accountability has been an educational issue for as long as people have had to pay for and govern schools. The term accountability covers a diverse array of means by which some broad entity requires some providers of education to give an account of their work and holds them responsible for their performance. Public requests for higher levels of scrutiny concerning the quality of education. These demands for information about school system performance can only be addressed through the implementation of systematic accountability systems. At the beginning of the 21st Century, accountability systems have also been required to respond to demands that professional performance be judged by the results that have been achieved (Anders as cited in Yobolo & Befii-Nwile, 2021).

Accountability and leadership are often regarded as the bedrock of good public management (Villoria & Iglesias, 2011). Due to the perceived problems of public management in running public organisations, managerialist approaches started to gain attention during the 20th

century. Many of these approaches have been crystalised around the concept of New Public Management” (NPM) since the early 2011’s. NPM has been a focus of public sector reform in most countries across the globe. The model is closely tied with the ‘Washington consensuses and the ideology of Neoliberalism with its origin in the OECD countries such as Australia, New Zealand, Canada, the UK and USA (Sweeney, 2015). Every organization either commercial or otherwise including the school are established and sustained essentially to achieve certain assured objectives. The goals of such establishment cannot be easily achieved without putting in place certain mechanisms towards ensuring the success of implementation of its policies and programs. In the education system, one of the vital mechanisms to be put in place towards achieving the goals of the school and ensuring quality service delivery to the society is leadership and accountability.

In the public universities, accountability is usually linked to the management of the scarce resources of education to ensure prudent utilization of available resources for the accomplishment of the stated goals of education (Nakpodia & Okeimute, 2011). The integration of accountability in the public universities leadership processes helps to improve service delivery and control indiscipline in the organization thereby increasing efficiency in the system. The leadership should recognize that accountability in public universities is an essential ingredient that is intertwined with subordinates within the organizational framework (Nakpodia & Okeimute, 2011). The absence of adequate teachers, facilities and other resources make the realization of educational goals difficult. Nakpodia and Okeimute (2011) presented that the situation could never have been better since, the various governments whose responsibility is to fund education adequately has not been able to cope with the arduous task. In addition to the challenges outlined, Ololube (2024) further observed that there are problems inherent in the public universities administrative procedures, instructional process and the product of the public universities system. Public universities are no longer making the desired noticeable impact in achieving the set objectives of education and this constitutes a threat to the nation.

Strong communication skills are essential for university leaders. Leadership qualities and personnel management effectiveness play a crucial role in the success and development of public universities in Nigeria. Here are some important qualities and practices that public university leaders should possess and implement to promote a conducive work environment and drive organizational effectiveness: Effective leaders in public universities should have a clear vision for the institution's future. They should be able to articulate this vision to the faculty, staff, and students, inspiring them to work towards common goals and promoting a sense of purpose. Leaders should demonstrate strong communication skills, both in expressing their expectations and in actively listening to the concerns and feedback of the university community. Transparent and open communication fosters trust and helps to build a collaborative working environment. Effective leaders are capable of making informed decisions and solving problems promptly.

They analyze situations, gather relevant information, and consider multiple perspectives before making decisions that benefit the university as a whole. Leaders should possess strong conflict resolution skills to address disputes and disagreements effectively within the university. By promoting a respectful and inclusive environment, leaders can ensure that conflicts are resolved in a fair and constructive manner. Leaders with high emotional intelligence understand and manage their emotions and those of their personnel. They can build strong relationships, resolve conflicts, and create a positive work environment (Goleman, 2015). These leadership qualities are not mutually exclusive but often interrelated. Effective leaders in public universities in Nigeria exhibit a combination of these qualities to drive personnel management effectiveness.

Understanding the specific context and challenges faced by public universities in the region is crucial for tailoring leadership approaches to enhance personnel management and, consequently, the overall performance of these institutions.

## **Theoretical Framework**

This study was anchored on two theories namely Situational theory and Synthesis Theory

### **Situational Theory**

Situational Leadership Theory, was developed by Paul Hersey and Kenneth Blanchard in the late (1977). It emphasized that effective leadership style varies depending on the specific situation or the development level of the followers. The theory proposes that there is no one-size-fits-all leadership style, and leaders must adapt their approach based on the readiness or maturity of their followers.

The theory identifies four main leadership styles:

**Telling (S1):** In this style, the leader provides specific instructions and closely supervises the followers, suitable for individuals who are inexperienced or unfamiliar with the task at hand.

**Selling (S2):** The leader explains decisions and provides direction while still seeking input from followers. This style is appropriate when followers are relatively new to the task but show some willingness to learn and participate.

**Participating (S3):** Leaders in this style emphasize collaboration and seek input from followers before making decisions. This approach is used when followers have moderate competence but might lack confidence.

**Delegating (S4):** In this style, leaders provide little direction, and followers have the autonomy to make decisions. This approach is suitable when followers are highly competent and confident in their abilities.

The situational leadership model helps leaders adapt their behavior and leadership style to meet the needs of their team members, ensuring optimal support and guidance at each developmental stage. The Situational Leadership Theory holds significant relevance to leadership and accountability in the context of effective management of public universities in Nigeria. Situational Leadership Theory emphasizes the importance of adapting leadership styles based on the readiness level of followers. In a complex and dynamic environment like a public university, where different departments, faculty, and staff may vary in their experience and competence, leaders must be able to adjust their leadership approach accordingly. This adaptability can help leaders effectively guide and support individuals and teams, fostering a more conducive work environment.

Again, the theory's focus on tailoring leadership behaviors to followers' development levels promotes individualized support and guidance. When leaders hold themselves and their followers accountable for their roles and responsibilities, it can lead to a sense of ownership and

commitment among staff. By addressing the specific needs of individuals and teams, leaders can contribute to performance improvement and overall accountability within the university.

## **Synthesis Theory**

The theoretical proposition of the study was anchored on synthesis theory propounded by Tannenbaum and Schmidt (1958). The theory states that leadership synthesis involves drawing from multiple sources and theories to develop a personalized leadership style that fits the unique needs and challenges of a particular organization or context.

Leadership synthesis allows leaders to combine the strengths of various approaches while acknowledging the limitations of each theory. By customizing their leadership style and practices, leaders can be more effective in navigating complex challenges and supporting the diverse needs of their teams. The idea of leadership synthesis is valuable in helping leaders create a well-rounded and adaptable leadership approach. It encourages leaders to be thoughtful and flexible in their leadership style, drawing on different principles as needed, to effectively manage and lead in diverse and dynamic organizational environments like public universities in Nigeria.

The rationale for adopting the synthesis theory is due to the underlying factor of the model, given objectives of this study which focuses on leadership style, leadership skills, leadership objectives, accountability and effective management, these models explain and capture the link between leadership and accountability with effective management.

## **CONCEPTUAL CLARIFICATIONS**

### **Leadership**

When seeking to define leadership and management, much of the literature constructs a binary opposition in which leadership is regarded as superior to management. Leadership and management are essentially defined by being contrasted with one another, with many writers on the topic constructing a simple polarity between the two. For example, Wali (2009) suggested that while a manager's job is to plan and coordinate, a leader's job is to inspire and motivate. Further they suggest that while managers administer, leaders innovate, and where a manager is a copy, a leader is an original. Such simple binaries are also reinforced by Ananyi and Ololube (2023) who claimed that while management is the fulfilment of tasks such as planning and budgeting, leadership refers to a future vision. However, Kotter (2013) argued that both management and leadership are equally important, he regards management as focusing on control, while leadership focuses on motivation and inspiration. The prosaic manner in which management is regarded reflects a consistent foregrounding of the apparent enigmatic nature of leadership in contrast to the utilitarianism of management.

This contrast is also reflected by Hallinger and Snidvongs (2005) who regarded management about organisation and control, while leadership reflects the capacity to forge a new direction and motivate stakeholders. Glatter (2006) suggested that while management is associated with a narrow, technical, hierarchical approach, leadership is seen to contain a moral, democratic dimension. Kotter (2013) also drew upon this moral line of thought, claiming that, Motivation and inspiration energize people...by satisfying basic human needs for achievement, a

sense of belonging, recognition, self-esteem, a feeling of control over one's life, and the ability to live up to one's ideals.”

Such an oppositional approach to defining leadership and management is contested by Bush (2008). They suggest that effective management is just as important as visionary leadership for success, arguing that, the polarization of leadership and management should be replaced by an androgynous approach, synthesizing these two dimensions (Bush, 2008). It is also argued that for public universities to achieve their objectives, leadership and management need to be given equal prominence. However, Bush (2008), revealing a more nuanced approach than the previous definitions, do draw a distinction between effective management, which still requires purpose, and managerialism that focuses purely on, mainly financial, efficiency.

However, the androgynous approach espoused above is unique, with leadership framed within the intangible parameters of purpose and values, while effective management is seen as being limited by bureaucracy and rationality (Bush, 2008). Such an esoteric view of leadership is typified by Duggar's (2016) reflections on the development of authentic leadership, which essentially focuses on leading according to one's values, ethics and morals.

## **Leadership Qualities**

Leadership is a multifaceted concept that involves a combination of skills and qualities essential for guiding individuals or groups toward a common goal (Bass & Riggio, 2006). Effective leaders possess a diverse set of qualities that contribute to their ability to inspire and influence others (Northouse, 2018). One crucial leadership quality is the ability to articulate a compelling vision for the future (Avolio, Walumbwa, & Weber, 2009). Visionary leaders not only conceptualize a clear direction but also inspire and motivate their team members to share and work towards that vision (Bass & Riggio, 2006).

Effective communication is another pivotal leadership quality. Leaders who can convey their ideas clearly and engage in open, transparent communication foster a positive team environment (Bell, 2015). According to Kouzes and Posner (2017), communication is integral for building trust and credibility among team members. In today's dynamic and fast-paced business environment, adaptability is a critical leadership quality (Yukl, 2010). Leaders who can navigate and lead through change demonstrate resilience and help their teams navigate uncertainty (Bass & Riggio, 2006). Empathy is a key aspect of emotional intelligence and an essential leadership quality. Leaders who understand and consider the emotions of their team members build stronger connections and foster a positive organizational culture (Bass & Riggio, 2006). Leadership qualities encompass a range of skills, from visionary thinking to effective communication and adaptability. Successful leaders integrate these qualities, creating an environment where individuals thrive and collective goals are achieved (Northouse, 2018).

Leadership is a critical element in the effective management of public universities. The success of these institutions heavily relies on the capabilities and characteristics of their leaders, who play a pivotal role in shaping the academic environment and ensuring the welfare of personnel. In this discussion, we will delve into the essential leadership characteristics that are crucial for effective personnel management in public universities. While public universities often have unique challenges and complexities, the principles of leadership and personnel management are universally applicable. This discussion will explore the qualities and strategies that leaders in public universities should possess to foster a positive working environment, support the development of personnel, and enhance the overall performance of these institutions.

## Personnel Management

Personnel management, often referred to as human resource management (HRM), is a critical function within organizations that focuses on managing and maximizing the potential of the workforce. The role of personnel management has evolved over time, adapting to changes in business environments, labor markets, and societal expectations. One key aspect of personnel management is recruitment and selection. Organizations need to attract and hire individuals with the right skills, qualifications, and cultural fit. Thus, effective recruitment processes contribute to building a talented and diverse workforce.

Training and development are integral components of personnel management. Continuous learning ensures that employees remain skilled and up-to-date with industry trends. Investing in training not only enhances individual capabilities but also contributes to the overall organizational performance (Ogakwu, 2014). Performance management is another critical function in personnel management. It involves setting expectations, providing feedback, and evaluating employee performance. The aim is to align individual goals with organizational objectives and to foster a culture of accountability (Lunenborg, 2010).

According to Ofo-Douglas (2022), within public universities, personnel management facilitates effective talent acquisition and development. Leaders can leverage recruitment strategies to bring in individuals who align with the institution's academic goals and contribute to a diverse and skilled workforce. Moreover, personnel management supports ongoing professional development, ensuring faculty and staff stay abreast of educational trends and maintain high academic standards. Performance management is another critical aspect where personnel management comes into play. Leaders utilize these practices to set clear expectations for faculty and staff, aligning individual performance with the university's mission. Regular performance evaluations offer a platform for constructive feedback, recognizing achievements, and addressing areas for improvement.

Employee relations benefit significantly from personnel management strategies. Leaders can employ these practices to address conflicts within the university community, fostering a positive and collaborative work environment. Moreover, established communication channels contribute to transparent and effective communication among faculty, staff, and administration, promoting unity and a shared sense of purpose. Compensation and benefits, integral components of personnel management, also play a role in public universities. Leaders can ensure fair and competitive compensation packages to attract and retain talent, contributing to employee satisfaction and motivation.

The growth and development of institution depends on the relationship between leader and followers. In fact, leadership style of the principal is based on the interaction among them. Leader's style is a product of the study of leadership behaviour from the point of view of personal qualities of the individual leader. Personal qualities of individuals tend to differentiate them with respect to their leadership behaviour. According Hersey and Blanchard (1977), the leadership style of an individual is the behaviour pattern that person exhibits while attempting to influence the activities of others. Subordinates of the leader can perceive this behaviour pattern. As Riggio and Newstead (2023) mentioned, leadership styles are various patterns of behaviour exhibited by leaders during the process of directing and influencing workers.

In a classic study on leadership, Macdonald. (2009) proposed to find out whether different group behaviours resulted from different styles of leader's behaviour. They began the

task by defining behaviours that appeared to characterize three known styles namely: authoritarian, democratic, and laissez-Faire styles. While the term laissez-faire leadership is in a sense internally inconsistent, it has nevertheless been used to characterize the behaviour of persons in positions of leadership status who often take a passive stance towards the problems of a group or organization. These styles of leadership have largely been replaced in current thinking by leadership theory and research studies that are typically less ideologically oriented.

Nevertheless, the earlier differentiation of styles of leadership is still useful for some purposes. Actual leadership broadly never exist in a pure form as autocratic, democratic or laissez – faire leadership but to some extent combines them all. Undoubtedly, however, some types of leadership are best characterized by one term and some by another. The different leadership styles may be useful as a means of conceptualising leadership. A more recent conception of leadership identifies leadership styles as being nomothetic, ideographic, and personal or transactional (Ololube, 2024). These three styles of leadership can perhaps be best understood in reference to Cox (1994). It will be recalled that this model includes: an organizational dimension, which concerns organisational decision-making or legislative action; and or personal or idiographic dimension, which concerns the individual or idea aspect of organization. Other classifications of leaders and leadership styles have been developed, such as task- oriented, technique- oriented, and people- oriented and builders and consolidators.

### **Leadership qualities Suitable for Personnel Management Effectiveness**

Leadership qualities play crucial role in personnel management effectiveness. Effective leadership qualities such as decision-making, problem solving, communication, accountability, emotional intelligence:

- Effective decision-making is a critical leadership quality that significantly impacts personnel management effectiveness. Leaders who excel in decision-making can assess situations, gather relevant information, and evaluate alternative courses of action before making informed choices. In the context of personnel management, this skill is invaluable. Decisions regarding hiring, performance evaluation, and conflict resolution can profoundly affect employees' morale and productivity. A leader's ability to make fair, timely, and well-thought-out decisions can enhance trust and credibility among employees.
- Another essential leadership quality for personnel management effectiveness is problem-solving. Leaders who are adept at problem-solving can identify issues, analyze root causes, and develop effective solutions. In the context of personnel management, this skill is crucial for addressing various challenges such as interpersonal conflicts, performance issues, and organizational changes. Leaders who excel in problem-solving can create a supportive work environment where issues are addressed promptly and effectively. By fostering a culture of problem-solving, leaders can empower employees to take initiative and contribute to continuous improvement. Overall, strong problem-solving skills are essential for leaders seeking to enhance personnel management practices and drive organizational success.
- Effective communication is a fundamental leadership quality that is essential for personnel management effectiveness. Leaders who communicate clearly and effectively can convey expectations, provide feedback, and build strong relationships with



employees. In the context of personnel management, this skill is crucial for ensuring that instructions are understood, concerns are addressed, and feedback is given constructively. Effective communication fosters trust, reduces misunderstandings, and enhances morale among employees. Leaders who excel in communication can create a positive work environment where information flows freely, and employees feel valued and respected. Therefore, developing strong communication skills is crucial for leaders seeking to improve personnel management practices and create a cohesive and productive team.

- Accountability is a key leadership quality that is essential for personnel management effectiveness. Leaders who demonstrate accountability take responsibility for their actions, decisions, and outcomes. In the context of personnel management, this quality is crucial for ensuring fairness, transparency, and integrity. Leaders who hold themselves and others accountable create a culture of trust and credibility. Employees are more likely to respect and follow leaders who demonstrate accountability.
- Emotional intelligence is a crucial leadership quality that significantly impacts personnel management effectiveness. Leaders who possess high emotional intelligence can understand, manage, and express their emotions effectively. They can also empathize with others, build strong relationships, and create a positive work environment. In the context of personnel management, this skill is invaluable.
- Decisiveness is a critical leadership quality that is essential for personnel management effectiveness. Leaders who are decisive can make quick and effective decisions, especially in challenging situations. In the context of personnel management, this skill is crucial for ensuring that decisions are made promptly and with consideration for the well-being of staff. Decisive leaders can assess situations, weigh the pros and cons of different options, and make informed choices.

### **Leadership Decision-Making Quality and Personnel Management Effectiveness**

In the context of public universities in Nigeria, the examination of leadership decision-making qualities and their impact on personnel management effectiveness is a subject of considerable scholarly interest. Research conducted within this specific Nigerian setting sheds light on the dynamics of leadership and personnel management in higher education institutions. Adeyemi (2020) delved into the significance of decisiveness in the leadership of public universities in Nigeria. The study emphasizes the critical role of prompt and well-informed decision-making in navigating the complexities of academic and administrative challenges. Decisive leaders are seen as instrumental in fostering effective personnel management within the unique context of higher education institutions.

### **Leadership Problem Solving Quality and Personnel Management Effectiveness**

Within the realm of personnel management in various organizational settings, the role of leadership problem-solving skills is paramount. The ability of leaders to effectively identify, analyze, and address challenges directly influences personnel management effectiveness. Research and literature on this subject shed light on the correlation between leadership problem-solving skills and the overall success of managing personnel. Adeyemi et al. (2022) highlighted one key aspect of effective problem-solving in personnel management. Their work emphasizes the importance of analytical thinking in leaders when addressing personnel-related challenges.

Analytical thinking enables leaders to dissect complex issues, identify patterns, and arrive at well-informed solutions, thereby contributing to effective personnel management.

### **Leadership Communication Quality and Personnel Management Effectiveness**

Effective leadership communication is a crucial element in the success of personnel management in public universities. In these institutions, the way leaders communicate with their staff can significantly impact personnel morale, motivation, and overall management effectiveness. This discussion explores the relationship between leadership communication style and personnel management effectiveness in public universities, shedding light on the theoretical underpinnings and practical implications.

Transformational leadership, as a prominent leadership theory, emphasizes the role of inspirational communication in motivating and engaging employees (Bass & Riggio, 2006). In public universities, leaders who adopt a transformational communication style can inspire and encourage personnel by articulating a compelling vision for the institution. Inspirational communication, which involves creating enthusiasm and a shared sense of purpose, can enhance personnel management effectiveness by fostering a positive work environment and a commitment to institutional goals.

### **Leadership Accountability and Personnel Management Effectiveness**

Leadership accountability is a critical factor in personnel management effectiveness within any organization, including public universities. When leaders are held accountable for their actions, decisions, and the outcomes of their leadership, it has a significant impact on the morale, motivation, and overall performance of personnel. In this discussion, we will explore the relationship between leadership accountability and personnel management effectiveness, supported by theoretical insights and practical implications.

To Ololube (2016), accountability in education is the answerability to one's actions in the educational system. It is the state of being accountable to the stakeholders in education and accountable for the resources used in education. This implies that accountability is a measure of the extent to which all available resources in a productive system are used for greater efficiency and productivity. Accountability in education is concerned with determining what records are to be kept, how such records will be maintained in terms of procedures, methodology and forms to be used, in recording classification and summarization of activities of events analysing and interpreting the recorded data, preparing and issuing reports and statements which reflect conditions as of a given time

### **Challenges of Accountability Roles of Administration in the Management of Education Funds**

There are lots of factors that hinder management of education funds in Nigeria. In attempts for Administrators and planners to manage effectively funds entrusted into their care, there are obviously some challenges before them. They include the following:

## **Accountability and Rational**

Accountability helps to ensure rational use of public funds through the following aspects: compliance to rules and regulations with rules, regulations, policies, procedures, ethical standards and management directives; efficient and effective operations of planned objectives; safeguarding institutional resources against forms of misuse; the reliability of the financial records and timely reporting; regular auditing of institutional financial statements; and the proper keeping of inventory records and their whereabouts". Financial procedures are essential to directing resources towards desired ends. School fiscal resources normally come from various sources including central government, the local government authority, tuition fees, non-governmental organisations (NGOs), extracurricular activities, contributions from parents and the community around the school (Ololube, 2016). These funds need some degree of discipline by creating control mechanisms across the system.

## **Leadership Emotional Intelligence Qualities and Personnel Management Effectiveness**

The exploration of leadership emotional intelligence qualities and their impact on personnel management effectiveness has garnered considerable attention in organizational research. Emotional intelligence, defined as the ability to recognize, understand, and manage one's own emotions and those of others, plays a crucial role in shaping effective leadership practices and fostering positive workplace environments. Here, we discuss key aspects of how leadership emotional intelligence qualities contribute to personnel management effectiveness.

Leaders with high emotional intelligence demonstrate a keen sense of self-awareness. Goleman (1995) emphasized that self-awareness is foundational to emotional intelligence, allowing leaders to understand their own emotions and how these emotions may influence their behavior. This self-awareness is instrumental in personnel management, as leaders who understand their own emotional responses can better navigate challenging situations, make informed decisions, and maintain composure.

## **The Benefits of Emotional Intelligence in Secular Leadership**

Emotional intelligence (EI) plays a vital role in secular leadership, offering numerous benefits to both leaders and organizations. Recent research has highlighted the advantages of integrating emotional intelligence into secular leadership styles, emphasizing its positive impact on leadership effectiveness and organizational outcomes:

- **Enhanced self-awareness and self-regulation:** Emotional intelligence enables leaders to have a deep understanding of their emotions, strengths, weaknesses, and values. This self-awareness allows leaders to regulate their own emotions effectively, manage stress, and make sound decisions. Studies have shown that leaders with high emotional intelligence demonstrate greater self-control and adaptability, which positively influence their decision-making processes (Goleman, 1995).
- **Improved interpersonal relationships:** Emotional intelligence empowers leaders to build strong relationships with their team members, colleagues, and stakeholders. Leaders with high emotional intelligence possess empathy and demonstrate active listening skills,

fostering trust, respect, and collaboration within the organization. Such leaders are better equipped to handle conflicts and cultivate a positive work environment (Goleman, 1995).

### **Leadership Decisiveness Qualities and Personnel Management Effectiveness**

The decisiveness of leaders plays a crucial role in shaping the effectiveness of personnel management within organizations. Decisiveness, defined as the ability to make prompt and effective decisions, is a key leadership quality that directly impacts the dynamics of personnel management. Here, we explore how leadership decisiveness qualities contribute to personnel management effectiveness. Decisive leaders are characterized by their ability to analyze situations swiftly and make well-informed decisions. This quality is particularly significant in the context of personnel management, where leaders often encounter complex and time-sensitive issues. By making timely decisions, leaders contribute to the smooth functioning of personnel-related processes and ensure the efficient resolution of challenges (Yukl, 2010).

### **CONCLUSION**

Leadership qualities play a crucial role in personnel management effectiveness in public universities in Nigeria. Through a thorough examination of leadership decision-making, problem-solving, communication, accountability, emotional intelligence, and decisiveness, this paper has highlighted the importance of these qualities suitable for personnel management practices within academic institutions. The paper reveals that effective leadership decision-making positively influences personnel management effectiveness, as leaders who make informed and timely decisions can create a conducive work environment and ensure the efficient allocation of resources. Similarly, leadership problem-solving skills were found to be crucial in addressing personnel-related issues and improving overall organizational performance. Furthermore, the study indicates that effective communication by university leaders is essential for fostering a culture of transparency, trust, and collaboration among staff, which ultimately enhances personnel management practices. This study underscores the importance of leadership qualities in shaping personnel management practices in public universities and provides valuable insights for university administrators and policymakers seeking to enhance organizational effectiveness and employee satisfaction in higher education institutions.

### **Suggestions**

Based on the literature reviewed, several suggestions are proposed for leadership qualities suitable for personnel management effectiveness in public universities in Nigeria:

- **Leadership Training:** Provide leadership training programs for university administrators to enhance their decision-making, problem-solving, communication, and emotional intelligence skills.
- **Performance Evaluation:** Implement a comprehensive performance evaluation system to assess leadership qualities and personnel management effectiveness, with a focus on accountability and decisiveness.
- **Communication Channels:** Establish effective communication channels between university leaders and staff to foster transparency, trust, and collaboration.

- **Emotional Intelligence Training:** Offer training programs to enhance leaders' emotional intelligence, enabling them to better understand and manage emotions in the workplace.
- **Encourage Participation:** Encourage staff participation in decision-making processes to promote a sense of ownership and accountability.
- **Continuous Improvement:** Foster a culture of continuous improvement by regularly reviewing and updating leadership practices and personnel management policies.

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