



ANALYZING IMPACTS OF PATIENCE AS ACADEMIC LEADERSHIP STYLE AT HIGHER EDUCATION INSTITUTIONS

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ABSTRACT

Patience is always considered as one of human traits which pays in all walks of life. In the present globally challenging academic world this quality exercises more importance when the educational leadership is engaged in promoting knowledge and skills at the institutions of higher education. This article unfolds the opinions of academic leaders supervising academic management affairs at higher education institutions. The descriptive research was conducted on fifty education managers by administering an opinionnaire on the significance and impacts of patience as a leadership style which at times is forgotten and when forgotten impacts negatively not only on the working of the administrator but the faculty and students by generating academic and managerial issues. The results of the study show that for sustainable development the attention of the academic managers may be invited to improve the existing academic and co-academic state of affairs by demonstrating patience as administrative style so that conducive academic environment for promoting adult learning and academic sustainable development may be ensured.

Keywords: *Patience, academic leadership, sustainable development, higher education*

Introduction

Hersey and Blanchard (1990) don't forget control to be a far wider concept than manage. According to their description, management is influencing the behavior of others (1990) and control is working with people or businesses that lets in you to reap the desires of the enterprise business enterprise. They moreover draw a stop that with a view to be successful, the executives of an organization ought to show talents in human interplay, and therefore manipulate may be described as attractive inside the desires of the company through leadership (Hersey & Blanchard 1990). Rummukainen makes a clean difference among supervising the execution and supervising the consequences. According to Rummukainen, pinnacle leaders do not supervise how duties are finished by way of their employees – they consciousness on supervising the outcomes, and with the aid of this they communicate that they're interested by every person of their workforce. Top leaders supply a superb deal of range to their employees on how they do their paintings, so long as they attain their targets. By giving a terrific deal of room for maneuvering, pinnacle leaders want to make it as clean as viable for anybody to do their hobby. By giving a tremendous deal of freedom, leaders display a first-rate amount of trust. Top leaders believe their personnel and their pro professional competences, they take delivery of as actual with their excessive work morale and that they receive as proper with them reaching their dreams (Rummukainen 2007).

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The people who recognize the importance of being patient try and live calm and centered even in conditions when waiting isn't always clean. Patience is an essential lifestyles ability. An impatient individual is often restless, effortlessly irritable, and may not hesitate in pronouncing matters that could hurt other humans. Impatience clouds our reasoning and can make us behave rudely or inconsiderately. Consequently, an impatient character is possibly to offend other people with his/her behavior. Hence, in case one cares approximately his/her own relationships, one has to be affected person and recognition on the best characteristics and character developments of the humans around him/her. One way to research the importance of endurance in our life is to adopt an empathetic approach towards humans. Empathy permits people to apprehend different people and their occasions so that one doesn't sense impatient with them. By knowing the importance of endurance in existence, one will be capable of construct and keep sturdy relationships.

The significance of patience is doubled at the institutions of higher education in today's educational scenario; adult learning is promoted and all stakeholders are trying their best to add innovations based on the accepted concepts and norms. But patience may not be a written direction for the academic managers engaged in academic and co-academic affairs of the institutions of higher education in public sector colleges in the province of the Punjab. This personal characteristic could be considered a quality which is to be gained because it can't be injected through formal training as it seems regularly learnt quality one attains by living in the world of crude realities. Humbleness permits us to shun away our ego, to suppress the need to be visibly right at each turn, and to take the Longer view (Davis, 2017). It is the potential of managers to chorus from placing themselves earlier than others, exercising acute self-hobby, take delivery of some shortcomings, and now not be driven to be dominant over their colleagues and personnel humans whom they supervise (Stillman, 2014).

Being humble is a very important trait to managers due to the truth that it keeps them from being overconfident that would reason them to restriction input from others, it maintains them from blindly pursuing the wrong path of movement because of the fact they agree with they will be commonly proper, and it creates a few environments wherein colleagues and personnel participants are more inspired to be contemporary-day and bring immoderate tremendous art work. Authentic humility through the use of way of managers is useful to themselves similarly to human beings with whom they have interaction at paintings. Arrogance—the opportunity of humility—is a big “turn-off” to those supervised via managers, similarly to peers and juniors (Silverman, Johnson, McConnell, & Carr, 2004).

Warren (2017) says that humility and vanity as humility (sincere, honest, committed, humble, reliable, unassuming, modest), and conceitedness (sly, deceitful, grasping, pompous, pretentious, hypocritical, conceited).

It has generally believed that there's shift of behavior of the academic managers as soon as they are given administrative assignment being faculty; it either affects their overall approach to the managing academic affairs or administrative conduct. Some are found aggressive, autocratic and prefer to be bossy instead of being leader which ultimately doesn't promote sustainable development. Hence, the study intends to under what role patience can play, when demonstrated, in academic management life of the managers of the institutions of higher education of the public sector colleges in the province of the Punjab.

Statement of the issue

Generally speaking, some people wrongly expect that excessive physical power of the academic manager more effective than being a person having patience as an administrative skill. Such managers may also think that being bossy and aggressive academic manager make them more successful in the race of academic managers. Keeping in view the general perception the study aims to unfold the opinions of the academic managers with regard to the power and impacts of patience as an administrative skill.

Objectives of the study

The main objectives of the study are to:

1. Know the importance of patience as an academic administrative skill.
2. Understand that patience can be used as an academic management skill to affect the behavior of faculty and students at the institutions of higher education.
3. Draw a line of demarcation between the academic managers who demonstrate patience to achieve better academic and management results than those who practice aggressive and authoritative management style.

Research question

Can patience, a personal trait of a person, be demonstrated in most of the academic and management affairs by the academic managers to achieve better academic and behavioral results from students and faculty at the institutions of higher education than being bossy and haughty to ensure sustainable academic development?

Methodological framework and execution

The study is descriptive research conducted on fifty academic administrators/managers engaged in the planning and executing academic as well as managerial affairs of public sector colleges. Data was collected by administering an opinionnaire and get the feedback of the participants and to further know what academic management practices are in vogue at the colleges to achieve results in the form of students' better academic results and faculty's behavioral change. The questions were focused on knowing the leadership approaches adopted by the subjects and the role of patience as an administrative academic leadership style to achieve the set targets for academic sustainable development. The collected responses of the subjects are reflected in tabular format as well as graphically for discussion and to draw conclusion.

Review of Literature

Flexibility, being patient, is a mirrored image of someone being accommodating and endurance is genuinely too regularly overlooked as a management unique function, and on occasion is even taken into consideration as a weak spot associated with the administrator. Those who have a belief in such weakness would say that it's not something extra (Eich, 2016). He explains the virtues of managers having staying energy through staying power. This is an acronym for the 8 vital factors that compose the powerful software program software of staying strength via managers: cause: affected person managers keep in mind that having an intention and then

adhering to it and it also basic for any huge reciprocity; approachability: calm managers are always ready to accept to trade and apprehend the rate of being to be had; tolerance: affected person managers keep in mind that intolerance stunts increase, on the equal time as tolerance powers it; independence: affected person managers are independent, easy, or perhaps defiant in awesome times; empathy: nurturing nature: confidence: and patience: affected man or woman administrators know that for complete and comprehensive achievement of desires takes time, tenacity, and staying energy.

Llopis (2013) suggests that with a view to correctly have a check persistence, managers need to have a have a observe the arena of hard art work via the lens of those they supervise. Because of the fast-paced existence of in recent times, many personnel as people enjoy burdened. This is regularly because of artwork and personal dreams that create emotions of being quick of time to fulfill all such desires. In essence, many employees as humans are impatient because of the expert and private goals which they understand as being positioned upon them. Managers want to cautiously test tension elements for body of people as humans—in particular those associated with hobby desires—and become aware of the real reasons of these problems. Next, managers need to have the staying strength and abilities to artwork with frame of humans or people to relieve those anxiety elements, at the same time as at the identical time acting their jobs successfully. Patient managers recognize the significance of now not “jumping to conclusions” concerning frame of humans’ regular not unusual ordinary standard accepted overall performance problems and show an independent staying electricity in analyzing the ones issues. In all such situations, affected character managers moreover hold splendid attitudes.

Myatt (2010) is of the opinion that he also can a whole lot rather be aware of the self-depreciating humor of a assured individual, manager, making fun of themselves than the advocate spirit attacks of a immodest man or woman, manager, waged at someone else’s charge. More importantly, he may also furthermore need to a good deal as an possibility painting for, or alongside of, the understated than the overstated. Humility is corresponding to managers showing a quiet self-assure (Myatt, 2010). Those supervised by means of the usage of manner of a supervisor crave exquisite reputation and appreciation for the art work they perform. Humility permits managers to area their egos aside and willingly and authentically deliver credit rating score to personnel as humans for their art work accomplishments.

Some researchers also opine that managers are especially particular from bosses as Prime and Salib (2014) advise that the incredible managers are all the manner all the way down to earth leaders. They emphasize that humility is a important control element for managers in developing conditions wherein employees individuals from unique demographic backgrounds experience included within the art work surroundings, are more at ease, greater assured, and more likely to art work extra difficult to perform the desires of the paintings unit. Staff participants’ perceptions of managers’ behaviors for being authentically humble and “selfless” are: (a) demonstrating acts of humility along reading from criticisms and errors, (b) empowering lovers to investigate and increase, (c) showing acts of braveness together with taking private risks for the greater suitable of the art work commercial organisation commercial enterprise business enterprise enterprise agency, and (d) retaining frame of humans as human beings chargeable for outcomes. At the time even as managers take place such behaviors, personnel human beings are more likely to

revel in blanketed in teamwork and help the manager in pursuing the paintings dreams (Prime & Salib, 2014).

Prime and Salib (2014) offer the ones pointers for strategies managers can use to encompass a selfless manage style indicative of humility: (a) percent errors as teachable moments with personnel; (b) engage personnel in talk, no longer debate; (c) embody uncertainty; and (d) contrary roles version consisting of being a follower.

By this the powerful application of humility, managers create a chunk environment that is focused on an excessive precedence of supporting workforce “be their extremely good. This contrasts with narcissistic and self-focused managers who located themselves first. Managers the use of humility remember that “Leadership is not approximately what we are able to get them to do for us. It’s about what we are capable of provide decrease over again to the organisation (Fridman, 2017). This is strengthened by the philosophy of the Arbinger Institute (2016) at the equal time because it states that managers who succeed are mother and father which is probably humble sufficient on the manner to look beyond themselves and understand the real capacities and abilities of their humans. They don’t pertain to have all the solutions. Rather, they devise a few environment that encourage their human beings to take at the primary responsibilities for finding solutions to the disturbing conditions they and their facilities face.

Dalio (2017) clubbed humility with the characteristic of “highbrow maps.” He observes that some human beings are nicely at records what to do on their personal; they’ve got top notch intellectual maps. Similarly, some humans are humbler and open-minded than others. Humility can be even extra precious than having tremendous highbrow maps if it leads managers to are seeking out for out better solutions than you could provide you with for your non-public. Having every open-minded and suitable intellectual maps is the excellent of all. When managers use humility in the context of a servant chief technique they stimulate greater worker’s empowerment and engagement which results in better corporation company and group productiveness (Warren, 2017).

Blanchard (2010) indicates that every so often managers want to dominate their egos through regularly constituting fake satisfaction. He indicates that the great antidote for the overly egotistical manager is humility. Blanchard recommends that managers understand the concept of a servant chief considering the truth that humility is engrained in such manipulate style. Managers that authentically very personal humility commonly have sturdy vanity and are even willing to appearance humor in their errors.

Duckworth (2016) explains passion as clearly stressful approximately a confined form of goals with an unwavering hobby on those dreams. Endurance—sticking to an unwaveringly pursuit within the course of desires—is indicative of managers with zeal. While enthusiasm is to start with crucial to managers in the context of being patient, staying energy is the prolonged-time period strive that results in patience for carrying out goals. The super situation for managers takes place at the same time as a piece reason for which they have got passionsuits well with private interest. This is probably to bring about as an opportunity high-quality primary conventional regular fashionable usual overall performance.

Duckworth (2016) unearths the following regarding a great wholesome amongst a supervisor’s artwork motive pushed via the utilization of every passion and private hobby: (a) people whose jobs wholesome private interest are, in modern-day-day, happier with their lives as an entire; (b) humans carry out higher at artwork which hobbies them; and (c) employees whose intrinsic private hobbies wholesome properly with their occupations do their jobs higher, are greater useful to coworkers, and live at their jobs longer.

The liking of the instructional manager isn't exquisite to run company’s organisation but to run it successfully for sustainability. Regarding the essential characteristic staying power performs in a supervisor’s effectiveness, Llopis (2013) notes that leaders which is probably no longer able to exercising session staying electricity might also even find out their careers quick-lived. The market dreams it, and employees see staying electricity as a signal that their leaders are more compassionate, open-minded and willing and able to manipulate every state of affairs.

Llopis (2013) further adheres to the vintage axiom of “staying strength is a one-of-a-type characteristic” in the context of managers appearing successfully. She stresses that managers need to be in particular cognizant of the mind-set of every body of employee’s member and the way the dreams of nowadays new place of job have an impact on frame of employees’ attitudes, goals, and loyalty. Managers want to take into account that assembly paintings desires is finished through properly using staying energy as a way to maximise the effectiveness of the art work of man or woman employees and the organization.

Results:

Sr. No	Statement	Yes it is true	To some extent it is true	To maximum extent it is true	Sometimes it is true	No, it's not true
1	I have effective knowledge about leadership skills and its styles to achieve multidimensional academic and behavioral objectives.	17%	31%	12%	23%	17%
2	I am highly skilled in managing various difficult academic management issues dealt with authority.	16%	35%	09%	18%	20%
3	Different problems at higher education required bossy style of leadership.	20%	28%	12%	17%	23%
4	Bossy and aggressive leadership style leaves far reaching impact on the resolved issues.	15%	21%	12%	11%	41%
5	Authoritative academic management approach is a unique art of administration at higher education institutions.	26%	20%	15%	15%	24%
6	Authoritative academic management is more effective than humble approach in academic management.	18%	25%	09%	13%	35%
7	Not humble but aggressive leadership style helps in preparing strategic plans at the institution.	15%	15%	06%	08%	54%
8	Patient academic leadership is far effective than aggressive.	61%	10%	06%	11%	12%
9	Not patient but authoritative academic leadership generates better academic results of the students.	12%	20%	10%	05%	53%

10	Authoritative academic leadership paves way to create impact more effectively on the faculty to reshape their behavior.	11%	12%	08%	12%	57%
11	Aggressive academic leadership receives more respect from students and the faculty.	10%	21%	05%	05%	59%
12	Conflict resolution needs authoritative academic leadership rather than humble and patient academic leadership.	24%	10%	12%	10%	44%
13	Colleagues produce better results and work hard when follow top down model of leadership.	20%	15%	20%	15%	40%
14	Patience is learnt throughout professional career which needs consistency.	04%	15%	06%	16%	69%
15	Humble and patient academic management approach is far better to create conducive academic and management environment.	17%	10%	04%	06%	63%
16	Patient academic administrators impact more students and faculty than aggressive leadership.	16%	08%	07%	05%	64%
17	Being patient academic administrators needs lifelong learning process.	12%	10%	06%	06%	66%
18	I personally favor patient academic administration than authoritative leadership approach.	09%	09%	07%	10%	65%
19	Aggressive administrators can create many socio-psychological problems for students and faculty.	12%	10%	06%	04%	68%
20	Patient and humble academic management approach can also be considered as one of the leadership styles.	08%	10%	05%	10%	67%

Discussion

The study was designed to know the importance of patience as an academic administrative skill, how patience can be used as an academic management skill to affect the behavior of faculty and students at the institutions of higher education to get better academic as well as behavioral results and draw a line of demarcation between the academic managers who demonstrate patience to achieve better academic and management results than those who practice aggressive and authoritative management style.

The results of the study draw our attention that there are instances of different types of leadership styles realized at the institutions of higher educations to achieve written or assumed academic targets as some academic leadership prefer to be bossy, authoritative and a bit hard in conduct to attain the targets but we also see that majority is positively less responsive to such type of management approach because of various reasons as patience is a key detail of fulfillment at the institutions of higher education. Many a time, one needs to stand such situations that require staying power especially during urgency related matters. But there can be troubles a person may stumble upon at artwork. We must remember that the academic managers primarily want to fulfill and cope with people, who they bear in mind don't meet your expectancies, or they may be treated in any other case being seemed as they don't meet with their expectancies. However,

in such cases they embrace such conditions and take them patiently and by practicing it they could create an extraordinary image on the superior management, colleagues and students.

A majority respondents believe that Patient and humble academic management approach can also be considered as one of the leadership styles and if it is considered as such it can open collaborative environment at the institutions of higher education in the Province. Further, academic institutions are not nursery to promote bureaucratic behavior rather to provide opportunities to both students and faculty to generate ideas and ideas are generated when one approaches problems with an open and independent mind guided by the institutional head who is manager, facilitator, leader, family, etc.

It is worth mentioning that exercising endurance in the academic institutions requires accepting challenges and advanced assignments. It demands being attentive to the view-factors of your superiors or colleagues patiently. It does not propose that you should take delivery of despite the fact that they're inappropriate to guidelines and techniques of an organization, but so one can present your viewpoint successfully, you need to offer a complete paying attention to patiently to what is being said. Even if there are difficult conditions, persistence calls for which you manage them in a assured and powerful manner. Thus, thinking before you act and retaining the ability to tolerate problems without getting indignant or upset is a key to success to your career development. It should be referred to that persistence is a brilliant distinction among a talented worker and inefficient worker. If you need to emerge as an effective and inexperienced worker, regardless of conditions, you have to exercising staying power without provocation. The nice of tolerating issues at art work at the same time as exhibiting calmness outcomes in unceasing success, even because it brings fantastic career opportunities.

Conclusion

The study concludes by stating that patience among academic leadership is a clarion call for uplifting college students and faculty who want steerage and mentoring for sustainable development in the area of higher education has grown by leaps and bund. Employees at the institution don't need to be mechanically treated especially one is aiming academic sustainability at higher education level for long term engagement and delight. The study unfolds that academic leadership inspires personnel to work for the organizations to make academic difference and patient blended with humility academic leadership style is far better than aggressive or authoritative style of academic management.

Recommendations

1. Though new or weird to some but patience based academic leadership style could be tested and practiced officially.
2. While planning and designing training for the senior management of the public sector colleges a module based on patience may be prepared and taught.
3. From time to time academic leadership of the colleges must sit together with students and faculty to listen and discuss their issues by demonstrating patience while addressing them.

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