

## Leaders are Born or Made? Perceptions of Subordinates regarding the Level of their Leadership Success at the University Level in Pakistan

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### Abstract



The Paramount tenacity of this quantitative paper was to discover the perspectives of the subordinates about the level of their leadership based on the five levels planned by J.C Maxwell. Leadership has been an effective phenomenon in an educational context. For the promotion of quality education, it has been used as a productive tool. The successive sections of the paper also percentage the leadership at five levels proposed by Maxwell as perceived by their subordinates. It was a quantitative study in nature. For the data collection, multistage sampling technique was applied for the selection of 248 subordinates regarding their acting leadership. The questionnaire on the basis of rating scale was used developed by Maxwell and adapted (partially) to measure the level of leadership as perceived by their employed subordinates. SPSS version 20 was used for the data analysis. According to the results, it was found that the majority of leaders possess level two (permission) according to the rating of their subordinates. The least holding level was fifth (Pinnacle). There was a significant difference in the mean scores of Gender (Male & Female)  $p = .004$ . There was no statistically significant change in the mean scores of Sector (Public & Private)  $p = .006$ . It was suggested. Further studies may be conducted on large scale with different sample and research methods.

**Keywords:** Leaders, Leadership, Perceptions, Subordinates

### Introduction

The world No. 1 expert in Leadership, Maxwell is a globally prominent leadership professional and speaker. He is an acknowledgeable researcher related to leadership field who has written more than 80 well-reputed books. Although his all ideas are not exceptional his excellent style of *storytelling* and speaking through his uncanny abilities make intricate concepts easy to comprehend (Inc., 2014). It is a well-known fact that the most essential purpose of leadership is the growth of leaders, according to Maxwell (1998), who made this argument in the Belief that aids a leader advance to five level.

Leaders transform the lives of others as well as their own when they develop other leaders and their own leadership abilities. How can a leader do this? At level 3, output and in the same "Production" is placed at level 4 "People Development" with the Pareto Principle well applied. The Pareto principle should be applied by leaders to help others they have an influence over grow as leaders. The loyalty of the follower to the leader reaches its maximum point when the follower has personally developed as a result of the mentorship of the leader. A small number of leaders will provide an organization a considerably bigger return than hundreds of followers. Take note of how the growth works: the follower has respect for the leader at level 2; there is admiration for leader by the follower at level 3, and the follower offers devotion for the leader at level 4. Why? You acquire the affection of others by contributing to their personal development. This postulation is supported by the research which was conducted about leadership levels and its effectiveness (Maxwell, 1993).

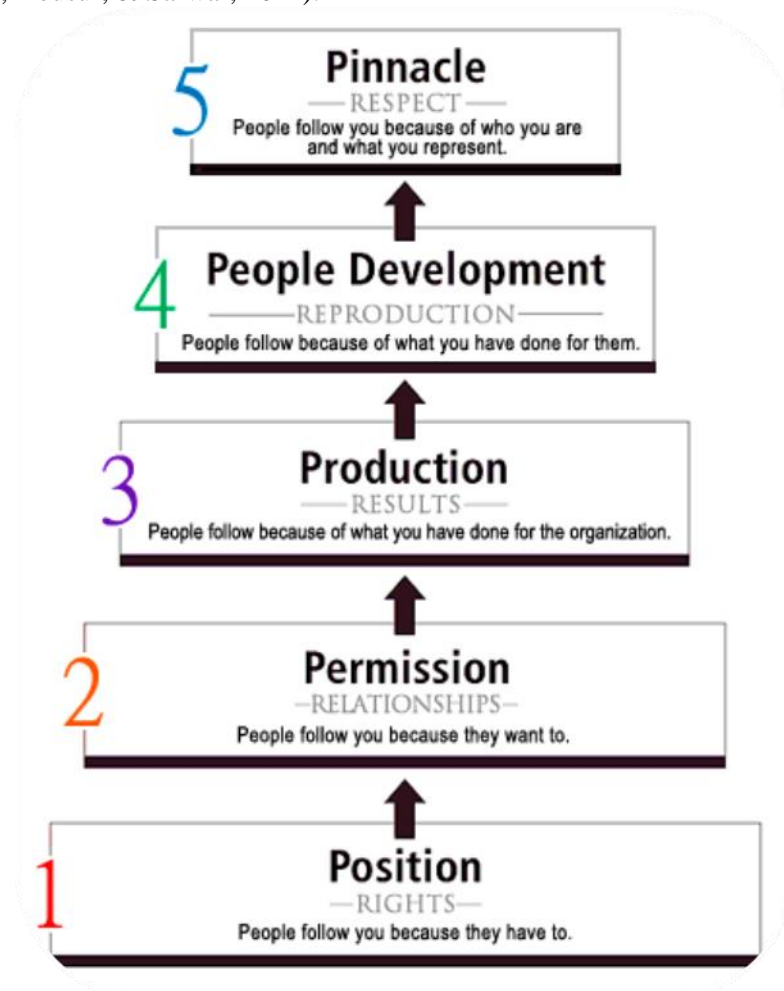
Success is progressive understanding regarding a preplanned goal. This explanation expresses us the *restraint to prioritize* and the aptitude to exertion toward a specified area are indispensable to a leader's achievement. In fact, "I consider them to be the cornerstone to leadership." (Maxwell, 2013b). "Focused Thinking Will Take You to the Next Level" Nobody accomplishes significance by

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turning into a generalist. You don't sharpen an expertise by weakening your regard for its advancement. The best way to get to the following level is to centre. Regardless of whether you will likely build your level of play, hone your marketable strategy, enhance your primary concern, build up your subordinates, or take care of individual issues, you have to centre. Harry A. Overstreet, the creator, observed. "The immature mind jumps from one topic to the next, but the mature mind strives for completion" Universities are the highest glassy of education, and their leadership is autonomous in ranking, development, and progress, as well as managing day-to-day operations and ensuring achievement (Anwar, Yousuf, & Sarwar, 2011).



The "Five Levels of Leadership" were proposed in 1998 by Maxwell and familiarized in 2005, through his book. Maxwell's stages about leadership are consecutive and offer a structure for a leader's methodical growth, beginning with a "position" and concluding in a "personhood" or "pinnacle" accomplishment. (Kokemuller, 2007).

#### **Position**

*"This is the entry-level position for leadership. You have just the influence that comes with your title. People at this level are knowledgeable with territorial rights, procedure, tradition, and organizational charts. However, they are poor replacements for leadership abilities."*

#### **Permission**

In contrast, an individual at the "permission" level hints through interdependencies. The aim is not striking order, but rather the growth of people. On this level, time, vigor, and concentration are devoted to the requirements and requirements of the person.

#### **Production**

"On this level, pleasant things begin to transpire. Profitability rises, high morale prevails, low turnover rate, needs are being satisfied. Objectives are being attained. This expansion is accompanied by "huge mo" drive. Leadership and inducing people are enjoyable. Problems are resolved with the least amount of effort. Regularly, the individuals who support the expansion of the organization are

provided with updated data. Everyone is focused on results. In actuality, outcomes are the primary objective of the action. This is a significant distinction in levels 2 and 3. On the "relational" level, people gather for the sake of gathering.

### **People Development**

A leader is great not because of their strength, but because of their ability to inspire others. Success without a successor is a failure. The primary role of a worker is to train others to perform the task. You should surround yourself with a core of leaders that you have directly influenced or helped to grow. When this occurs, people near to you and those who have been influenced by your key leaders will demonstrate affection and loyalty.

### **Pinnacle**

*"We shall spend little time addressing this level because the majority of us have not yet reached it. Only after a lifetime of demonstrated leadership will we be able to sit at level 5 and savor the forever fulfilling benefits. I do this because one day I hope to occupy this position. It is possible".*

Successful leadership is a complex process that enables leaders to influence the inspections and performs of other persons essentially. Effective leaders may use conditions and obstacles to influence behavior, alter the course of events, and overcome opposition. Effective leaders may successfully implement decisions. (Adams & Keim, 2000; Allen, 2014; Bennis, 2007). For businesses with a deficiency of competent leaders, it is essential to implement initiative development sequencers that prepare leaders to successfully fulfill the needs and goals of a rapidly changing, demanding saleable center. Corresponding Maxwell, our logical research of top-performing leaders recommends that leaving an enduring leadership inheritance implies setting individuals in a place to do awesome things without them having an arrangement for tomorrow's initiative. Planning for advancement, understanding which leaders might potentially surpass expectations at or above their current level of power, is crucial:

Magnificent leaders empower their followers rather than gaining power through them. A leader must be in sync with their own personality and confident enough to delegate responsibility in order to empower others. A leader is just as effective as their ability to help others achieve success. True leaders are not concerned about titles and positions. Leadership in the church is all about people; loving, preparing, and hopeful. Maxwell once remarked, "Leaders touch a heart before asking for a hand" (Moss, 2014). The researchers (Lunenburg & Ornstein, 2011) admit that the definition of success is different for every person because we are all unique individuals. However, the procedure is identical for everyone. It is founded on principles that do not alter. After more than twenty-five years of meaningful great individuals and researching the topic, I have established the following definition of success: *"Success is recognizing your life's purpose, reaching your maximum potential, and spreading seeds for the benefit of others."*

You can see by this definition why achievement is a journey rather than a terminus.

Regardless of to what extent you live or what you choose to do in life, you will never debilitate your ability to develop toward your possible or come up short on chances to help other people. When you consider accomplishment to be a voyage, you will never have the issue of attempting to "position" at a slippery last goal. What's more, you'll never wind up in a position where you have finished some last objective, just to find that you are as yet unfulfilled and scanning for another thing to do.

In Pakistani universities, there is a degree of uncertainty when crucial decisions must be taken. There is a clear mismatch between the goals established by the highest administration and what is actually achieved. (Anwar, et al., 2011). This outcome in an absence of appropriate administration and the college very nearly a perplexed way. The second thing for sorted out political agitation is the way the individuals from the association are persuaded. This prompts the thought regarding how sporadic individuals from the association wind up noticeably spurred and how they coordinate the consideration, towards, or far from a specific choice (Cohen, March, & Olsen, 1972).

The current study will be significant for different stake holders related to educational context like teachers, head teachers, District Education officers, and policy makers.

### **Statement of the Problem**

Keeping in view the importance of leadership, the current study was designed to explore the opinions of subordinates regarding the level leadership at the university level on the basis of gender and sector of employees.

### Objectives of the Study

The objectives for the current study were designed as following:

1. To discover the opinions of subordinated about the level leadership at the university level
2. To rate the current level of leadership at university level according to subordinate's perceptions
3. To solicit the difference between leader's levels with respect to gender and sector according to employed teachers at the university level

### Research Questions

In order to address the above objectives the research paper answered following questions:

1. To what extent of leaders possesses at five levels of Maxwell's leadership in the universities of Lahore according to subordinates opinions?
2. How the subordinates perceive their leaders on five levels of leadership proposed by Maxwell?
3. What aspects fluctuate in the leader's levels as per subordinate's views?

### Methodology

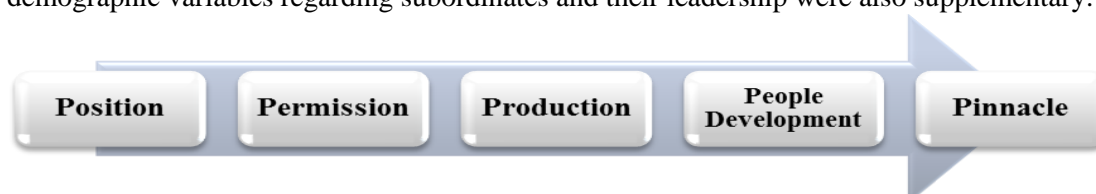
The present research was descriptive and quantitative. For the data collection, survey method was applied. The cross-sectional survey design was adopted as data was collected from subordinates at one point in time. The study setting was non-contrived and constructed on the minutest interference of researchers.

### Participants

Through multistage sampling, technique data was collected. At first stage, six universities of Lahore District were selected to administer survey questionnaire. All the regular working teachers (Lecturer, Assistant Professors, Associate Professors & professors) who were employed under their present leaders were considered subordinates. At the second stage only, the education department and permanent faculty was selected for data collection. The goal of the current research was to examine the perceptions of subordinates regarding all levels of their acting leader. Finally, 260 subordinate teachers were selected and a questionnaire was circulated among them. Total 248 questionnaires were finalized for data analysis and reporting of results.

### Instrumentation

This paper was probed by a modified questionnaire in Maxwell. The questionnaire remained tested and validated by the author but in existing investigation, this instrument was adapted (partially) and demographic variables regarding subordinates and their leadership were also supplementary.



The agreed questionnaire was proposed by Maxwell entitled Leadership Assessment Questionnaire in his publication in October, 2011. The questionnaire consisted of four parts. The first and second part proposed for leaders to rate their level and the third section of the questionnaire was proposed subordinated to rank the level of their leadership. Particular (*Partially adapted*) questionnaire was considered satisfactory to measure the level of leaders in the opinions of their subordinates.

### Data Analysis

To accomplish the purposes study, SPSS, 20 was used for the analysis of the data and analyzed to the indication and numerically interpretations of the insights of subordinates regarding the level of their leadership success at the university level. The major conclusions of the composed data were signposted in tabular form.

**Table. 1**

*Distributions of subordinates gender Wise (N=148)*

Variables	Freq.	'Percent	'Valid. Percent	Cum. Percent
Male	125	50.4	50.4	50.4
Female	123	49.6	49.6	100.0
Total	248	100.0	100.0	

Table 1 shows the detail of subordinates on the basis of gender. The total 248 subordinate were asked to respond the questionnaire comprised items that measure their leadership level that was proposed by Maxwell. In the 248 participants, all the male ( $n=125$ ) and female ( $n=123$ ) responded the presented questionnaire. Overall, there were 50.4% male and female were 49.6% of the total 248 respondents.

**Table. 2**

*Distributions of subordinates Sector Wise (N=148)*

Variables	Freq.	Percent	Valid. Percent	Cum. Percent
Public	136	54.8	54.8	54.8
Private	112	45.2	45.2	100.0
Total	248	100.0	100.0	

Table 2 narrates the sector-wise distribution of the respondents among 248 having two categories, public (136) and private (112) were particular. Among 248 respondents, 54.8% were from public and 45.2% were private subordinates to rank their leaders current level of leadership on the scale of Maxwell.

**Table. 3**

*Distributions of subordinates Rank Wise (N=148)*

Variables	Freq.	Percent	Valid. Percent	Cum. Percent
Lecturer	129	52.0	52.0	52.0
Assistant professor	85	34.3	34.3	86.3
Associate professor	27	10.9	10.9	97.2
Professor	7	2.8	2.8	100.0
Total	248	100.0	100.0	

The above table describes the distribution of subordinated into four classes, Lecturers (129), Assistant Professors (85), Associate Professors (27) and Professors (07). Additionally, results show that the highest rate of subordinate were Lecturers 52% and least portion of subordinates were Professors 2.8% among the 248 respondents who rate their acting leaders on the five levels of leadership planned by Maxwell.

**Table. 4**

*Position Level (one) Descriptive scores of subordinates (N=148)*

#		Mini	Maxi	Mean	SD
1	You acknowledge this person as your leader	2	6	4.8	.97
2	This person is well-suited for the leadership position he or she holds	2	6	5.1	.94
3	This person treats the leadership position as an opportunity to earn a place at the leadership table, not as a privilege to be used for personal advancement	1	6	4.9	1.13

Table 4 represents the descriptive scores of leadership level one which was measured by using three questions adapted from Maxwell's Leadership Assessment Questionnaire. Item two ( $M=5.1$ ;  $SD=.94$ ) has a leading mean score and item one and three have correspondingly mean score.

**Table.5**

*Permission Level (Two) Descriptive scores of subordinates (N=148)*

#		Mini	Maxi	Mean	SD
1	This leader cares about your family and personal life outside of work and regularly asks you questions about them	1	6	3.8	1.6
2	This leader knows your strengths and weaknesses	1	6	3.9	1.6
3	This leader knows and respects your hopes and dreams	1	6	3.4	1.7
4	This leader is committed to helping you succeed in your work	1	6	3.2	1.7
5	You trust this leader and he/she trusts you	1	6	3.5	1.5

Above said table parades the means scores of leadership level two which was measured by five questions. Item two has the highest mean ( $M=3.9$ ;  $SD=1.6$ ) score. All other four items measuring level two of Maxwell's stage have interconnected mean scores.

**Table. 6**

*Production Level (three) Descriptive scores of subordinates (N=148)*

#		Mini	Maxi	Mean	SD
1	You respect this leader's professional ability and qualities	1	6	4.2	1.5
2	You rely on his or her advice and expertise	1	6	3.6	1.9
3	You have become more productive because of this leader's influence	1	6	2.3	1.1
4	The team you are part of is more productive because of his or her leadership	1	6	3.8	1.4
5	You and the team you are part of contributing to the vision and purpose of the organization	1	6	3.9	1.6

Leadership Level three proposed by Maxwell was measured by 5 items adapted from Leadership Level Assessment Questionnaire. Items rated by subordinate regarding level three item one has maximum mean ( $M=4.2$ ;  $SD=1.5$ ) scores.

**Table. 7**

*People Development Level (Four) Descriptive scores of subordinates (N=148)*

#		Mini	Maxi	Mean	SD
1	You have received specific training from this leader that has helped you to perform better	1	6	3.4	1.6
2	This leader has mentored or developed you to help you become a better leader	1	6	2.9	1.8
3	You are currently leading others as a result of opportunities and training given to you by this leader	1	6	3.2	1.5
4	You believe in this leader and automatically give him/her the benefit of the doubt	1	6	3.9	1.2

People Development was the fourth level among Maxwell's five levels of leadership. In the existing paper, it was measured by four adapted item number four contain the highest mean ( $M=3.9$ ;  $SD=1.2$ ) scores. Reaming three items also encompasses a very close mean score

**Table. 8**

*Pinnacle Level (Five) Descriptive scores of subordinates (N=148)*

#		Mini	Maxi	Mean	SD
1	You are training and developing other leaders thanks to the input from and influence of this leader	1	6	3.8	1.4
2	You could step into your leader's role with a very high probability of success because he or she has helped to prepare you for it	1	6	3.9	1.4
3	This leader has changed your life, and you are an advocate who champions him or her with other leaders	1	6	3.5	1.5

The uppermost level of leadership planned by J.C Maxwell was Pinnacle measured by three items required by the subordinates of the concerns leaders. Among three item two has leading mean ( $M=3.9$ ;  $SD=1.4$ ) score.

**Table. 9**

*Maxwell's Level wise descriptive scores (N=148)*

#		Mini	Maxi	Mean	SD
1	Leadership Level one	7.00	18.00	14.93	2.31
2	Leadership Level Two	5.00	30.00	18.01	6.09
3	Leadership Level Three	5.00	30.00	17.87	5.54
4	Leadership Level Four	4.00	24.00	13.70	4.75
5	Leadership Level Five	3.00	18.00	11.29	3.94
6	Maxwell's Five Levels of Leadership	27.00	113.00	75.82	17.04

Table 9 exhibits the cumulative means scores of Position ( $14.93$ ;  $SD=2.31$ ), Permission ( $18.01$ ;  $SD=6.09$ ), Production ( $17.87$ ;  $SD=5.54$ ), People Development ( $13.70$ ;  $SD=4.75$ ) and Pinnacle ( $11.29$ ;  $SD=3.94$ ) level. The majority of leaders in the public and private universities of Lahore district remained encompassing at level two rated by their subordinates. The least level possession was pinnacle according to the opinions of subordinates.



**Table.10**

*The difference in the Sector and gender-wise in leadership level (N=148)*

S#	Levels of Leadership	Variable	Mean	SD	t-Value	df	Sig
<b>Sector</b>		Public	78.48	17.4	2.77	244	.006
		Private	72.59	15.6			
<b>Gender</b>		Male	72.73	17.6	-2.92	243	.004
		Female	78.96	15.8			

\* $p < .05$ ; \*\* $p < .001$

To solicit the important difference among gender (male & female) and sector (public & private). An independent sample t-test was conducted. There was the statistically significant difference in the mean scores of Male ( $M=72.73$ ;  $SD=17.6$ ) and Female ( $M=78.96$ ;  $SD=15.8$ ). There was no statistically significant difference was observed in the mean score of Public ( $M=78.48$ ;  $SD=17.4$ ) and private ( $M=72.59$ ;  $SD=15.6$ ) sector.

### Results and Discussion

The crucial persistence of the proposed paper was to discover the perceptions of subordinates regarding the level of their acting leadership at university level rendering to the five levels of leadership introduced by Maxwell, 2005 in his notable volume “*Developing Leadership within you*”. The current leadership level was assessed by using an adapted questionnaire by Maxwell named Leadership Assessment Questionnaire in his publication “*The 5 Levels of Leadership, Proven Steps to Maximize Your Potential*” Fourth of October, 2011 publication by Center Street.

The fallout of (248) subordinates concerning the levels of their leaders was exposed in the paper systematically. Data was composed of male ( $n=125$ ) and female ( $n=123$ ) respondents result exposed that Male was 50.4 % and Female was 49.6% of the total 248 respondents. Among 248 respondent’s two categories public (136) and private (112) were précised. Amongst 248 respondents 54.8% Public and 45.2% private subordinates were nominated to rank their leaders current level of leadership on the scale of J.C Maxwell. The Lecturers (129) retort at an utmost ratio in the respondents

Additionally, results show that the highest rate of subordinate were Lecturers 52% and least portion of subordinates were professors 2.8% among the 248 respondents who rate their acting leaders on the five levels of leadership planned by Maxwell.

Finally, results exhibits that means scores of Position (14.93;  $SD=2.31$ ), Permission (18.01;  $SD=6.09$ ), Production (17.87;  $SD=5.54$ ), People Development (13.70;  $SD=4.75$ ) and Pinnacle (11.29;  $SD=3.94$ ) level. The majority of leaders in the public and private universities of Lahore district were encircling at level two appraised by their subordinates. The minimum level proprietorship was pinnacle rendering to the sentiments of subordinates. There was a significant gender difference but no significant difference in the sector was absorbed by perceiving the subordinates views regarding the level of leadership success at the university level.

Furthermore, the one and only restraint of this study was data it must be longitudinal to estimate the subordinates discernments regarding their leadership’s level. For future, it may be an instrumental research or premeditated with other aspects. A portion of the Leadership Assessment Questionnaire was employed; however, it may be extensively utilised in future research. The results of the present study were calculated in a narrow context and may be questionable for the reviewer this postulation petition contrivance the instrument at large sample size across the department, District even the organization also.

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