An Empirical Analysis of the Leadership Effectiveness Relative Importance of Leadership Style in the Educational (Teaching) Institutes and their Heads

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Abstract

Success of departments directly depends on effectiveness of their head. This study is an attempt to determine leadership styles and its relationship with subordinates. In this study we explain different types of leadership styles and evaluate leadership styles of different Educational Institutes like- Medical Colleges, Engineering Colleges, Schools, other graduate colleges etc. The purpose of this study is also evaluating comparative differences in leadership style between various Educational Institutes with the help of Mean Value. Surveys were sending to 60 subordinates of the Educational Institutes. In comparison to all leadership style we found that Higher Educational institute scored higher value in all dimensions of leadership and all subordinates support to them to do all work and done very good job in it.

Keywords: Leadership Style, Leadership Skill, Educational Institute, Leadership Effectiveness.

Introduction:

Today scenario of effective leadership which is the matter of discussion according to the Adeyemi and Bolarinwa (2013) defined leadership as "the art or process of influencing people so that they will strive willingly towards the achievement of objects". Leadership create a success and failure of the organisation. The behaviour of leader is to give direction to the activities of the group on the way to common objectives. Leadership is important commitment of a group of people towards specific goals and to make use of their potential abilities to realize the goals. Yukl (2002) has stated leadership as act of influencing subordinates to accomplish organizational goals through authority. At present, the Indian corporate is scheduling to set up a number of capacities growth projects, and also, vast investments are united for building the Infrastructure, which is in progress in almost all type of manufacturing Organisations, particularly in power, steel, petroleum, automobile etc. Godrej Manufacturing Organisations, Pharmaceutical company, Maruti Ltd., -worldwide automotive module industry are the leaders in their relevant sector. Leadership is an important element in the organization. Main aim of Leadership is raising the stage of human performance and the ethical ambition of people. Organisational commitment, job liking and communication are variables that can be the major determinants of organisational presentation (Riketta, 2002; Kramer, 1999; Angle, 1981) and effectiveness (Lashchinger, 2001)

Leadership Skills:

According to the traits of modern Human resource system and application uses in the HR and motivation according to the current market scenario the research for leader traits has given approach to attempt to recognize leaderskills. There are many lists of such skill in the practitioner-oriented literature. For example a current list of recommended leadership skills crucial to success in the global economy include the following:

a. **Cultural Flexibility**: In international assignments this expertise refers to cultural awareness and feeling. In domestic organizations the same skill could be said to be critical for success in light of the increasing diversity Leaders must have the skills not only to manage but also to identify and celebrate the worth of diversity in their organizations.

b. **Communication Skills:** Effective leaders are required to be able to communicate, in written form, orally, and nonverbally.

c. **HRD Skills** : Since human resources are so much a part of leadership effectiveness, leaders must have human resource development (HRD) skills of developing a learning climate, designing training programs, transmitting information ad experience, assessing results, providing career counselling, creating organizational change, and adapting learning materials.

d. **Creativity:** In today's global market innovation, Problem solving and creativity provide the

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competitive advantage. Leadership provide the atmosphere to create the kill of leadership and their subordinate's creativity.

e. **Self-management of Learning:** In this skill we refer to continuous learning of latest knowledge and skills. In this time of impressive change and chaos, leaders must undergo nonstop modify themselves. They are to be a self-learner.comment on these a variety of leadership skills known through research, Whitten and Cameron note three characteristics :

1. The skills are behavioural. They are neither traits nor, importantly, styles. They consist of an identifiable set of actions that leaders perform and that result incertain outcomes.

2. The skills, in several cases, seem contra- dictory or paradoxical. For example they are nether all soft nor all hard driving, neither oriented toward teamwork and

3. Interpersonal relations exclusively nor individualism and entrepreneurship exclusively.

4. The skills are interrelated and overlapping. Effective leaders do not perform one skill or one set of skills independent of others in other words, effective leaders are multi skilled. Whitten and Cameron then developed models for both personal and interpersonal leadership skills. Following figure shows these models. As shown, the personal skills of developing self-awareness, managing stress, and solving problems creatively with one another, and so do the interpersonal skills of communicating supportively, gaining power and influence, summarize what skills were found to be important in effective leaders but also can serve as guidelines for needed skill development the future.

1. **Self-Awareness Developing**

2. **Managing Stress**

3. **Solving Problems Creatively**

4. **Knowledge**

5. **Managing Conflict**

6. **Motivating**

Review of Literature:

Zammuto, London and Rowland (1982), explained multisource study of hospital nurses and university resident advisors, explicitly analysis whether overall presentation means the similar to different raters. They found that singular groups of raters "appeared to focus on different aspects of performance in their evaluations of overall performance" Trompenaars **(1993)** analysis on leadership styles on the bases of culture he said that leadership style differ from country to country and culture to culture it's depend upon beliefs, life patterns and value system or otherwise on the awareness and skill of the people. **Narendra (2012)** explain about Indian software industry that has had an exceptional expansion in the last two decades and expected to sustain this momentum in the probable prospect. On the bases on content analysis of 25 cases, the human resource management challenges have been identified: supervision human resources in globally dispersed groups, lack of software professionals having enough knowledge, low-skilled nature of the work and competencies, lack of well-developed HR systems and processes, high employee turnover, lack of work-life balance, and the problems associated with the use of contract employees. A model for 15 managing growth linking the various variables emerging from the study has been developed. **Sree Rekha & Kamalanabhan (2012)** have conducted the management should set up an unlock channel of communication feasible to the employees daily habit to help out employees publicize. This can help management to draw out in sequence concerning employee job satisfaction. It is also explained that the management wants to more concentrate on getting better favourable job attitudes like satisfaction and commitment on the job and intra-organizational factor, to decrease adverse job attitudes. **Pudaruth et al (2012)** state a study on people factor in agile project management and software development. This research has engaged into thought to some extent a few emotional factors that can affect team collaboration such as most favourable experience, working memory and recommended team size based on social behaviours.

Objectives of the Study:

The following objectives are set for the study:

1. To detail study of leadership styles.

2. To evaluate leadership styles of different Educational Institutes.

Hypothesis:

Hypotheses were derived, based on previously cited research:

H0. Effect of leadership style on different Educational Institutes.

H1. There will be no significant difference in leadership style between various Educational Institutes.

Research Methodology & Data Interpretation:

Primary data was collected with the help of survey method by administering separate structured interview schedule to sample respondents. A formal introductory letter from the Director of the Institute was taken, explaining the purpose of the research and to help the researcher in seeking the information needed. With this letter the research approached the concerned people of various Educational Institute. A copy of questionnaire was given to the respondents and their responses were solicited. In order to accomplish the research endeavour the data were collected through various sources, viz. primary data and secondary data.

Sample Design:

The study has been taken to cover all types of population of particular Educational Institute while making convenient sampling.

a.   *Medical Colleges* - 10

b.   *Engineering Colleges* - 10

c.   *Other graduate colleges* - 10

d.   *Schools* - 10

Statistical Analysis:

The mean, Standard deviation was applied to know the various dimensions of the leadership style of the respondents. The mean different was also tabulate to know the style differences in various Educational Institute and comparative analysis of various Educational Institute heads or leaders i.e. The data was analysed on computer in Microsoft Excel software. The data relating to six major dimensions of leadership namely **Self Awareness Developing, Managing Stress, Solving Problems Creatively, Knowledge, Managing Conflict**, and **Motivation** are presented about but then all the data was subjected to finding out the mean values and Standard Deviations all the six dimensions. The results of this analysis are presented in the following table:

Following Table showing Mean Values and Standard Deviation

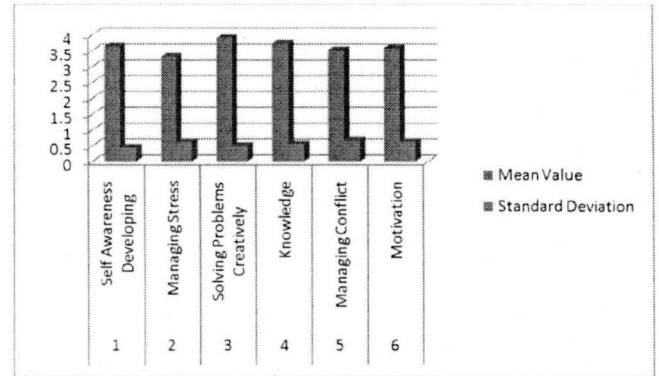| S. No.		Mean Value	Standard Deviation
1	Self-Awareness Developing	3.65	0.43
2	Managing Stress	3.32	0.62
3	Problems Solving Creatively	3.91	0.5
4	Knowledge	3.73	0.55
5	Managing Conflict	3.52	0.68
6	Motivation	3.58	0.63

Fig.1

Result & Conclusion:

It can be seen from the above table that the mean values and standard Deviation of the different leaders on the basis of different factors of Educational Institute, results in giving us different mean values and Standard Deviations. Mean values of the dimension of Self Awareness Developing 3.65 and SD 0.43, Managing Stress Mean value 3.32 is and Sd 0.62, Solving Problems Creatively Mean value 3.91 is and Sd 0.5, Knowledge Mean Value 3.73 is and SD 0.55, Motivation Mean Value 3.58 and SD 0.63 is , Managerial Conflict Man Value is 3.52 and SD 0.68. Solving Problems Creatively maximum mean score value in Educational Institutes while the least mean value found in value of Managing Stress. So that in the Educational Institute more awareness to the people with their problems and they all done their work properly with the team work and they work together properly.

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