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"A STUDY OF LEADERSHIP EFFECTIVENESS OF PRINCIPALS OF SECONDARY SCHOOLS"

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ABSTRACT

Leadership effectiveness is the key of success of any organization. According to Helper (1996) leadership consists of two important dimensions- Initiating structure and consideration. Initiating structure means the leaders in delineating the relationship between himself and the work group and in endeavoring to establish well define patterns of organizations, channels of communication and methods to procedure. Consideration refers to the behavior indicative of friendship, mutual trust, respect and warmth in the relationship between the leader and members of staff. If the leader of the institutions/organization does not have these qualities he cannot be able to achieve the goals of the organization. This disturbs the entire academic life of an institution. Hence the investigator tried to know the leadership effectiveness of principals of secondary schools. Leadership effectiveness is the ability of a leader to influence his/her followers effectively so that the goals of the organization can be achieved easily. To conduct this study normative survey method is used. 100 teachers from 10 schools of different types like rural, urban, CBSE and UP Board, are selected to collect information about principals. A standard tool "Leadership Effectiveness Scale" by Dr. Haseen Taj is used. Mean S.D. and T-test are used to annalist the data

Key Words: Leadership effectiveness, Principals, secondary schools.

Introduction

Principal & teachers constitute the human equipment of an educational institution. Principal is the pivot of the educational administration. He has to perform multifarious duties and responsibilities. He is responsible for anything and everything going on in the school. He deals with teachers, students, parents and general public. He plans, organizes and supervises the smooth running of the institute so that it may achieve its goals and objectives. W.M. Ryburn has said, "The principal holds the key position in a school just as the captain of a ship holds the key position on a ship." A principal should have effective leadership quality to run the organization properly. Leadership is the ability to influence a group or followers towards the achievement of a vision of set of goals. It is the process to encourage and to help others to work happily and enthusiastically towards the objectives or goals. It is a relationship between a person and group to work together willingly on the assigned task to attain goals desired by the leader.

STATEMENT OF THE PROBLEM

The problem is stated as "A study of leadership effectiveness of principals of secondary schools."

OBJECTIVES OF THE STUDY

1. To study the leadership effectiveness of male and female principals of secondary schools
2. To study the leadership effectiveness of principals of rural and urban area secondary schools.
3. To study the leadership effectiveness of principals of co-education and boys/girls secondary schools.
4. To study the leadership effectiveness of principals of C.B.S.E. and U.P. Board secondary schools.

REVIEW OF LITERATURE

Anju Mehrotra (2002) conducted a study entitled "A comparative study of Leadership Styles of Principals in relation to job satisfaction of teachers and organizational climate in government and senior secondary schools in Delhi". The result was found that the government school principals have low initiation and high consideration though the private school principals have high initiation and low consideration patterns. Moo Jun Hao and Dr. Rashad Yazadnifard, 2015 found in their study "How effective leadership can facilitate change in organizations through improvement and innovation" that effective leadership skills can help leaders to gain trust of employees, making other tasks easier to operate because the employees trust their leaders. M, Manchandani (2017) found in his study "Leadership Effectiveness Measurement & Its Effect Organization Outcome" that effective leaders have power over specific traits & show specific behaviors or styles of leadership. L Cortellazzo (2019) found in his study "The Role of Leadership in a digitalized world: A review" that the relationship between digital transformation and leadership requires updated lenses.

HYPOTHESES OF THE STUDY

1. There is no significant difference between leadership effectiveness of male and female principals of secondary schools.
2. There is no significant difference between leadership effectiveness of principals of rural and urban area secondary schools.
3. There is no significant difference between leadership effectiveness of principals of co-education and boys/girls secondary schools.
4. There is no significant difference between leadership effectiveness of principals of CBSE and U.P. board secondary schools.

RESERCH DESIGN

METHOD OF THE STUDY

In the present study the "normative survey method" is used.

SAMPLE OF THE STUDY

The study is confined to a sample of 100 teachers of 10 schools to fill the "Leadership Effectiveness Scale" about the principals of secondary school. Simple random sampling technique is used to collect the sample.

TOOL USED IN THE STUDY

For collecting the information, the standardized tool by Dr. Haseen Taj (Bangalore) named as "Leadership Effectiveness Scale" is used to measure leadership effectiveness of principals of secondary schools.

STATISTICAL TECHNIQUE USED

Statistical techniques Mean, SD and T-Test are used to analyses the data.

Analysis and Interpretation of data

The data is carefully analyzed and interpreted.

Nature of Subject	N (Respondents)	Mean	S.D.	't'	Level of Significance
Male Principals	50	344.38	15.01	1.97	Not Significant
Female Principals	50	336.7	22.91		

Table -1

LEADERSHIP EFFECTIVENESS OF MALE AND FEMALE PRINCIPALS OF SECONDARY SCHOOLS

It is clear from the table-1 that the Mean of Male and Female principals of secondary schools were found 344.38 and 336.7 respectively. The Calculated value of 't' is 1.97 that is less than from the tabulated value 2.63 at 0.05 level.

Therefore, the null hypothesis that "There is no significant difference between leadership effectiveness of the Male and Female principals of Secondary Schools" is accepted.

Table - 2

LEADERSHIP EFFECTIVENESS OF PRINCIPALS OF URBAN & RURAL AREA SECONDARY SCHOOLS

Nature of Subject	N (Respondents)	Mean	S.D.	't'	Level of Significance
Principal of Urban Schools	60	338.68	20.63	5.91	Significant
Principal of Rural Schools	40	361.45	17.60		

It is clear from the table- 2 that the Mean of principals of Urban and Rural secondary Schools were found 338.68 and 361.45 respectively. The Calculated value of 't' is 5.91. that is greater than the tabulated value 1.98 at 0.05 level.

Therefore, the null hypothesis that "There is no significant difference between the Leadership effectiveness of principals of Rural and Urban Area Secondary Schools" is rejected.

Table -3

**LEADERSHIP EFFECTIVENESS OF PRINCIPALS OF CO-
EDUCATION AND BOYS/GIRLS SECONDARY SCHOOLS**

Nature of Subject	N (Respondents)	Mean	S.D.	't'	Level of Significance
Principals of Co- education	40	355.95	25.43	1.40	Not significant
Principals of Boys/Girls School	60	349.06	21.69		

It is clear from the table- 3 that the Mean of principals of co-education and Boys/Girls Secondary Schools were found 355.95 and 349.06 respectively. The calculated value of 't' is 1.40 that is less than from the tabulated 1.93 at 0.05 level.

Therefore, the null hypothesis that "There is no significant difference between the leadership effectiveness of principals of co-education and Boys/Girls of Secondary Schools" is accepted.

Table - 4

**LEADERSHIP EFFECTIVENESS OF PRINCIPALS OF C.B.S.E. &
U.P. BOARD SECONDARY SCHOOLS**

Nature of Subject	N (Respondents)	Mean	S.D.	't'	Level of Significance
Principals of C.B.S.E. schools	40	346.90	17.38	2.850	Significant
Principals of U.P. Board Schools	60	342.48	20.65		

It is clear from the table- 4 that the mean of principals of C.B.S.E. and U.P. Board secondary schools were found 346.90 and 342.48 respectively. The calculated value of 't' is 2.850 that is greater than from the tabulated value 1.99 at 0.05 level.

Therefore, the null hypothesis that "There is no significant difference between the leadership effectiveness of the principals of C.B.S.E and U.P. Board secondary schools" is rejected.

FINDINGS OF THE STUDY

After the detailed analysis and interpretation of data the researcher reached at the following findings.

1. No significant difference was found between leadership effectiveness of male & female principals of secondary schools Both have almost same leadership qualities.
2. A significant difference was found between leadership effectiveness of principals of urban and rural area secondary schools. Principals of Rural area secondary schools consist more effective leadership than principals of urban area secondary schools.
3. No significant difference was found between leadership effectiveness of principals of Co-education and boys/girls secondary schools.
4. A significant difference was found between the leadership effectiveness of the principals of C.B.S.E. and U.P. Board secondary schools. Principals of C.B.S.E. secondary school consist more effective leadership than the principals of U.P. Board secondary schools.

EDUCATIONAL IMPLICATIONS OF THE STUDY

A piece of the research without theoretical and practical applications to life cannot be considered useful in the true sense. As a matter of fact, both the theoretical advancement and practical usefulness are the two important functions of the different research activities. It is needless to say that applications make a piece of research more useful, meaningful and substantial. So the main educational implication of the study are as follows.

1. The present study may be useful for developing more effective and democratic environment in schools.
 - (a) Inter-relationship between principal and teachers as well as with the other subordinates can be improved.
 - (b) Principals can be more aware and conscious regarding their leadership behaviour and characteristics to become more effective leader as well as educational administrator.
 - (c) The leader should possess predictable behaviour and emotional stability to exhibit effective leadership. This study may be helpful for institutional heads to challenge the crisis with calmness and consistency in words and actions.
 - (d) A leader who values his organization's goals may be benefited to develop ethical and moral strength among his followers.
 - (e) Adequacy of communication may be developed through the ability of receiving, processing, retaining and transmitting the information.

SUGGESTIONS FOR FURTHER RESEARCHES

There are some suggestions for further research.

1. Leadership effectiveness of principals at primary level and higher level can be studied with a big sample.
2. Some more variables can be included like organizational climate, teacher's morale, administrative style etc.
3. An inter-relationship among different variables can also be taken-up for study.
4. A project on developing effective leadership behaviour of principals can be taken up for study.
5. Certain authentic criteria should be drawn out for effective leadership behaviour of principals.
6. Organization's Administrators & Heads may be included in studies related to leadership effectiveness.
7. A leadership behavior of principals of different type of schools may be studied at higher level.

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