

A COMPARATIVE STUDY OF THE LEADERSHIP STYLE, INTERPERSONAL RELATIONSHIP AND EFFECTIVENESS OF THE RECRUITED AND PROMOTED PRINCIPALS OF DELHI

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Objectives of the Study

The objectives framed for the study were as under: –

- i. To study the leadership styles of the recruited and promoted principals of Delhi.
- ii. To study interpersonal relationship of the recruited and promoted principals of Delhi.
- iii. To study leadership effectiveness of the recruited and promoted principals of Delhi.
- iv. To compare the leadership style of the recruited and promoted principals of Delhi.
- v. To compare the interpersonal relationship of the recruited and promoted principals of Delhi.
- vi. To compare the leadership effectiveness of the recruited and promoted principals of Delhi.

Hypotheses

Hypothesis There is no significant difference between the leadership styles of the
– I: recruited and promoted principals of Delhi.

Hypothesis There is no significant difference between the interpersonal relationships of
– II: the recruited and promoted principals of Delhi.

Hypothesis There is no significant difference between the leadership effectiveness of
– III: the recruited and promoted principals of Delhi.

Sample: Principals = 30 (15 Recruited and 15 Promoted) Teachers = 300

Tools Used

1. Leadership Preference Scale (LPS) by L.I. Bhushan
2. Interpersonal Relationship Description Questionnaire (IRDQ) developed by the Investigator
3. Leadership Behaviour Description Questionnaire (LBDQ) by Dr. K.G. Sharma and S.C. Sharma.

Statistics

Used: Mean SD and t test

Findings Related to the Leadership Style

v The principals selected by the Union Public Service Commission (UPSC) were found preferring authoritarian style whereas the principals promoted from the post of vice-principals have been found preferring democratic style. The recruited and promoted principals differ significantly at 0.05 level of significance in relation to their leadership styles. It implies that the promoted principals involve the followers in decision making process, inform their subordinates, encourage and reinforce interpersonal relations among the members, give freedom to members to choose work-companions, and were guided by the majority opinion of the members to accomplish the organizational goals.

Findings Related to Interpersonal Relationship

As perceived by Principals

v The recruited and promoted principals were found to be using interpersonal skills like listening, goal setting, feedback skills, disciplining, delegating and resolving conflicts and were on the higher end. However, in respect to oral persuasion, politicking, running group meeting and communication skills, both the groups of principals differed significantly at 0.05 level of significance.

v The interpersonal relationship of both the group of principals is not influenced by the mode of selection as both the groups were found on the higher end in their use of interpersonal skills.

As Perceived by Teachers

v The recruited principals are more human relational than the promoted principals as perceived by teachers since they use certain skills like communication, running group meeting, politicking and oral persuasion better than the promoted principals as the obtained values of t were significant at 0.05 level and these differences regarding the above mentioned skills were in favour of the promoted principals.

Findings Related to the Leadership Effectiveness

v The recruited and promoted principals do not differ significantly at 0.05 level of significance in relation to leadership effectiveness.

v The result of this study reveal that the leadership effectiveness is not contingent upon the mode of selection as both the groups of principals were found on the higher end in relation to their leadership effectiveness.