



# Leadership Style and Effectiveness in Higher Education Institutes

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## Abstract

Leadership is an essential aspect of any institution or organization. Leadership gives new dimensions to the development of institution. It ascertains key role in development of organization culture and behaviour of its constituents. Organizational environment leads to the employee productivity and job satisfaction. A leadership style is an important aspect of leadership. Based on the leadership style, one can have the organizational working environment. Other side of this dimension is leadership effectiveness. Leadership style impacts on its effectiveness. Leadership effectiveness determines the employee participation, productivity, successive flow of work in organization. It impacts the motivation, communication, team building, visualization and realization of organizational goals, decision making. It helps in managing organizational politics, conflict management, relation management, and grievance redressal.

Overall leadership style and leadership effectiveness are at the core of institutional development. It sets the benchmark for the organizational development through better working environment and improved employee satisfaction with increased productivity.

This paper is an attempt to trace the administrative leadership style and leadership effectiveness.

**Keywords:** Leadership, Leadership style, Leadership effectiveness, Higher Education Institutes.

## 1. Introduction

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Overall leadership style and leadership effectiveness are at the core of institutional development. It sets the benchmark for the organizational development through better working environment and improved employee satisfaction with increased productivity.

This paper is an attempt to trace the administrative leadership style and leadership effectiveness. For this purpose, a brief review on the Leadership is imperative.



**Alexander W. Astin and Helen S. Astin (2000)<sup>[1]</sup>** in their *Leadership Reconsidered: Engaging Higher Education in Social Change* reconsidered the leadership practices in higher education. Following the principles of transformative leadership, it focuses on 'A Social Change Model of Leadership Development in Higher education institutes. This book gives insights into the various segments of higher education such as students, faculty, student's affair professional, presidents and other administrators. It gives the conceptual framework of leadership from these segments' perspective. Every chapter focuses on each segment and analyses the roles and expectations for each group. It also guides to initiate the use of principles of transformative leadership on individual as well as on collective level.

It concludes that teaching community has great potential and power as well as opportunity to transform the education institutes. It encourages academic community to develop plans to implement transformative leadership in the vicinity of the institutes. Writers identify the personal and institutional resources. These resources can be utilized to enact opportunities offered by the campus in the transformation process. The book provides suggestions for creating working culture and environment to practice transformative leadership.

**J. Fiona Peterson (2013)<sup>[2]</sup>** in his book *Creative Leadership Signposts in Higher Education* provides the glimpses into the leadership in higher education. It deals with leadership in general. It gives the strategic roadmap and focuses on a professional development in this process. It is an exploration of higher education. Peterson focuses on various theoretical concepts that influenced his thinking and practice. Book is admixture of autobiography, ethnography, scholarship, narrative and travelogue.

It gives various approaches in higher education, theoretical base and practice useful in daily academic experience in the hermeneutic tradition. It deals with the integrated strategic approach in section 2. These all approaches are discussed in section 3. It provides the ground for leadership practice and for the professional development of leaders in Section 4. Book provides the strategic roadmap for creative leadership and key challenges and opportunities in higher education in section 5.

**Lisa A. Weinberger (2003)<sup>[3]</sup>** in her book *An Examination of The Relationship Between Emotional Intelligence, Leadership Style and Perceived Leadership Effectiveness* studied the relationship between leadership, emotional intelligence, leadership style and effectiveness. She concluded that it shows no significant relationship between EI of leader and Transformational, Transactional Leadership, laissez-faire leadership style and the various components of emotional intelligence. It has also attempted to find out the relationship between the Emotional Intelligence of Leaders and their Leadership Effectiveness. The outcome of the study has confirmed that there is a significant association between the reported extra effort and emotional intelligence. Researcher has found a significant correlation between the various components of emotional intelligence and the outcome variable of satisfaction as perceived by subordinates and their satisfaction.

**Alan Bryman(July, 2007)<sup>[4]</sup>** in the report on *Effective Leadership in Higher Education - Summary of Findings*. Research and Development Series has highlighted the link between leadership styles and effectiveness. The span of leadership scrutiny was 1985-2005 from UK, USA and Australia. It studies the links between leadership and effectiveness. This report provides the summary of the research project that investigated the styles and leadership behaviours associated with effectiveness in higher education. It investigated leadership in the context of higher education and in general.

**Peter G. Northhouse (2013)<sup>[5]</sup>** in his crucial book entitled as **Leadership : Theory and Practice** initiated the discourse on Leadership. He at length discussed the Trait Approach, Skills



Approach, Style Approach, Situational Approach, Contingency Theory, Path-Goal Theory, Leader-Member Exchange Theory in various chapters in the beginning of the book. Next, he has elaborately described the various types of Leaderships such as Servant, Authentic Leadership and Team Leadership. He has also focused on the Psychodynamic Approach to Leadership. It focused on psychological point of views of Freud Carl Jung with different types of personality and Transactional Analysis. Next significant contribution of this book is discussion on Women and Leadership. Gender plays significant role in management and also has indelible effect on leadership. Further, he continues with the discussion on the aspects of Culture and Leadership. It brings in the significant aspect culture and its impact on leadership. Finally, book culminates with Leadership Ethics. It gives higher value for ethics to be a successful and effective leader.

## 2. Leadership Style, Effectiveness & Development of Higher Education Institutes

Leadership style plays major role in the development of institutes. It also involves the involvement of employees in the management of various affairs of academic and administrative affairs of the educational institutes. The parameters like Decentralization of power & Responsibility, Involvement in Planning & Decision Making, Flexibility in Execution, Two-way communication, Fairness & transparency are crucial to gauge the successful implementation of leadership strategies. It is also necessary to have functional and effective mechanism for grievances.

Effective Strategic Planning is very important to implement various action plans and face the challenges, to overcome the sudden disturbance erupted in times of crisis.

Leader's response is of vital importance during such crisis. Positive and moral increasing response provides backbone to employees to overcome any challenge and increase the work efficiency as well as job satisfaction. Otherwise, negative or indifferent response would collapse the system and cause debacle in the success of an institute.

Moreover, leader in any institute should function as a change agent. He should be the initiator of the change and efficiently manage the change management in the organization.

Today, Education has become the consumer product. Cafeteria approach and corporate culture has changed the outlook of educational institutes. It is impossible to keep education apart from the influence of following Leadership Styles in Administration of any educational organization. So, these can be considered for the present purpose.

### 2.1. Leadership Styles

#### 2.1.1. Autocratic Leadership

Autocratic Leadership believes in control over all decisions. The leader controls all decisive activities in the organization. Leader makes choices on his/her own ideas and judgements. The decision-making process in nominal and others do not have much to say or give in it.

#### 2.1.2. Democratic / Participative /Shared Leadership

Democratic Leadership or Participative or Shared Leadership as its name suggests is a dynamic and interactive leadership. It believes in proper discussion and welcomes the different and varying opinions and views regarding the choices and alternatives to decide suitable plan of action. It respects the opinions of all the members involved in the decision-making process. All the members are part of decision-making process.



### 2.1.3. Bureaucratic Leadership

Bureaucratic Leadership believes in hierarchical structure of authority. It demands the adherence of rules and regulation with proper protocol in the proceedings of organizational activities. It believes in fixed official duties. There is less focus on rights of individual segments in the organizational structure who are working of subordinate level. Bureaucratic leadership promulgates the system of rules for management and decision making. Every activity must be performed within the framework of rules abided by certain norms and conditions. Decision making process is no all-inclusive.

### 2.1.4. Transformational Leadership

Transformational Leadership has an idealized influence. It believes in inspiration, encouragement, motivation. There is individualized consideration in such kind of leadership. A transformational leader stimulated his followers intellectually. Leaders inspire its team-mates to achieve goals and targets. This kind of leadership motivates team members to think positively and take risk. It provides proper moral and necessary support to conduct any organizational activity.

### 2.1.5. Transactional Leadership

Transactional Leadership focuses on supervision. It demands organized form and structure. It needs performance. There is performance appraisal of the team-mates. Rewards are given to the performers whereas underperformers are punished. It engages in the practice of Performance-Reward-Punishment to achieve the targets and goals of the organization. It does pay any attention to other human dimensions, job satisfaction, inner happiness etc.

### 2.1.6. Turnaround Leadership

Turnaround Leadership focuses on competence and capability of its followers. It assesses the worth of team members based on their competence and capacity to perform task to accomplish organizational goals. It also traces the importance of emotional and cognitive capacity of its team members. It traces the development of team members from emotional and cognitive point of view. Turnaround Leadership provides the sense of development as a professional and as a human being. It enriches the life of members with positive impact and attitude. It helps in developing vivid professional insights amongst its team members.

### 2.1.7. Authentic Leadership

Authentic Leadership focuses on purpose, values and relationships. It believes in self-discipline. It is compassionate in its attitude towards its group members. This type of leadership provides purpose to work in a team. It gives value system and strengthens the bonds of relationship within the team members. Being self-disciplined, leader promotes and expects that every member should be disciplined. It results into completion of the task within given time limits. Compassionate attitude helps in building human network within the organization. It removes the hurdles and results into synergy. There is minimum level of conflict.

## 2.2. Leadership Effectiveness

The concept of Leadership Effectiveness underlines the impact of leader on his/her followers as well as the results it yields in various spheres of organizational affairs. It not only underscores the physical dimensions but also psychological aspects of interpersonal and interpersonal group processes in the organization. Being effective leader, it encourages team



mates to achieve impossible. Leadership effectiveness can be measured from various qualities of a leader.

As Present study deals with educational leadership, it is imperative to search for the effective academic and administrative leader. For the effective leadership following qualities should be in the Academic & Administrative Leader:

1. Communication
2. Motivation
3. Team Building
4. Vision & Goal Setting
5. Decision Making
6. Conflict Management
7. Relation Management
8. Grievance Redressal

These qualitative attributes of an effective leadership can be studied briefly for present purpose as below:

### **2.2.1. Communication**

Communication is source of life and flow in the organizational structure. Proper communication yields better results in official activities. An effective leader communicates his vision and goals for the organization. He inspires the team members from time to time through his motivational thoughts. He communicates the strategies and action plans to achieve the targets.

Lack of proper communication results into chaos. Situations become uncontrollable for leader who does not keep the track of all activities and updated information regarding every segment of system. It is necessary for him to keep himself well-informed and updated of various politically motivated group activities that can hamper the progress and outcomes of the organization.

### **2.2.2. Motivation**

Motivation is the key word by which a leadership blooms in good times and survives through tough times. Motivated leader inspires his followers to overcome all barriers of mind, emotions, physical, temporal or permanent. Leader motivates the team members by giving them vision that is must for the development of organization. He connects people with larger vision through his motivation. Motivation is essential ingredient of relationship between leader and his followers. People look at the leaders in times of crisis. His words of wisdom and encouragement empowers their dreams as well as strengthens their wings to soar high in their organizational sphere.

### **2.2.3. Team Building**

Team building is one of the most important tasks of any leader. It is rather very difficult task to bring people of different tastes, outlooks, opinions who often contradictory together to work in a synergetic manner. Leader inspires team mates to work for a single cause that is the vision and mission of the organization in a long term and specified target and goals in a situation. His prime duty is to select right person for the right job. His motivation and idealized influence compel them to forget personal bias, prejudices as well as selfish interests. They remove such hurdles and work in a uniform manner to achieve excellence. Team members learn to think for others, they care for each other's interests. They try to understand the physical level and emotional level problems of the teammates. Leader convinces them to work for each other and with each other. He/she promotes the



policy of togetherness. He/she develops the sporting spirit and team spirit to get the work done. The removal of psychological and emotional barriers brings clarity and transparency in the group processes. It results into better work environment and zero level of burnt talent.

#### **2.2.4. Vision & Goal Setting**

Vision is the road map and cause of existence of any organization. Goals are the landmarks on the journey towards vision. Vision gives purpose whereas goals guide to achieve that purpose. An efficient leader gives vision and mission statement by which his followers live and act. It becomes the sole purpose and an ideal framework for the everyday activity in the organization.

Leader sets the goals for his people. People strive hard to achieve the goals given by their leader. Vision and Goals achieve synergic effect. It keeps people on the track. The progress can be traced through realization of goals set by the leader. Sometimes it is extrinsic which can be measured whereas sometimes it can intrinsic which can be felt by everyone in the group.

#### **2.2.5. Decision Making**

Leadership impact of influence is dependent on decision making process. The nature of decision-making process brings out the skills of an efficient leader. Decision making is crucial factor and depends upon the leadership style. Generally, decisions are taken after studying the previous data through various available sources or records as well as through proper group discussions and communication with experts in the field. Decision are taken by considering the best and the worst in the context of problem or action for which decision is being taken.

An efficient leader studies the situation properly, brings people together to give in their views, opinions and listens to them carefully. He/she looks into the pros and cons of every choice or option that can be implemented. Once decision taken, he/she stand by it. The conviction and effective implementation of the decision taken leads the organization on the path of success and its people to satisfaction and sense of achievement.

Even failed decisions are reviewed properly with adhering to practices like Plan Do Check Act (PDCA) which assures the higher success ratio of decisions. An able leader openly accepts the criticism and if possible, incorporates it while devising the strategies to achieve the decided target. The various models of decision making like Six Sigma enhances the role of leadership in overall decision-making process.

#### **2.2.6. Conflict Management**

Effective leader is an expert in conflict management. He/she knows the pulse of every segment involved in the organizational activity. As human resources are involved in the development of organization, it becomes necessary to manage them properly. Human resources are the living people made of flesh and blood who feel and think differently or contradictorily also. So, it becomes difficult to tackle them, utilize them for the greater cause. An able leader understands the needs of members or groups working under him. He serves to their needs and interests. He convinces them that he would protect their interests and benefits. By giving proper exposure to their qualities, skills, appreciation through rewards and punishment, he removes the feelings of alienation and being ignored from their thinking patterns. It is also necessary to implement the welfare schemes as well as supporting them in their personal and professional crisis.



Major conflicts arise when there is overlap or encroachment in the personal or professional sphere of roles and duties, rights and responsibilities, benefits and loss, promotions or demotions, giving opportunities to grow or forsaking avenues of progress etc.

An able leadership thinks for all and works for the progress, development and betterment of all the segments of the organization.

### 2.2.7. Relation Management

Relation Management is considered as a crucial facet of leadership effectiveness. Effective leader has strong network of relations which he/she exploits whenever necessary. Relation management believes in not dwelling on the polarities and favour or unfavoured approaches. It keeps everyone in the network in alignment with the vision and goals of the organization. It is also necessary for the leader to manage conflict in the organization to develop the credibility and objectivity. Leader by giving proper space to grow, securing the interests and hopes of the team members preserves the relations in the team. It is difficult to please everyone. But it is also necessary to manage relations through diplomacy, through personal influence, through strategies of rewards and punishment.

### 2.2.8. Grievance Redressal

Grievance Redressal is vital aspect of leadership. All the members look at the leader's capacity to resolve their grievances. An efficient leader always addresses the needs and issues of his group members. He never gives them the feeling of being neglected or of being unimportant. He listens to the grievances attentively, take follow-up of the events and possible reasons behind the grievances or complaints. His systemic approach and objectivity and impartial attitude in the whole processes resolves the problem by providing the sense of justice to the aggrieved person. He provides solutions to every problem. People believe in his authenticity and capacity during the redressal process. Both the parties involved in grievance redressal feel that they are given justice or happy to the solution they are provided with.

If grievances are addressed in the proper manner, there is risk of imbalance in the procedures and attitudes of people working for organization. It may increase the dissatisfaction and results into decline the output. It also causes great harm to overall existence and harmony of organization. It endangers the integrity and progress of the organization.

### 3. Conclusion:

To conclude, it can be said that various types of leadership styles in higher education lead to effective management and development of educational institutes. It is impossible to identify that educational leadership has single and specific leadership style. There is admixture of the various traits of leadership styles that lead to positive impact or effectiveness on the educational institutes. The style and effectiveness of the leadership earn respect amongst its followers. The effective leader is a good communicator or delegator. He flexible, adoptable to situations, open to change and always an open-minded person. He confident and organized. His enthusiasm and consistency results into success and coordination in the institute. He becomes resourceful and always interested in feedback from his colleagues. His evaluative and rewarding nature helps institute develop in right direction.

So, an academic or administrative leader must possess many more leadership traits and approaches to manage the various affairs of higher education institutes.



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