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**REVIEW OF LITERATURE ON LEADERSHIP BEHAVIOUR OF FORMAL LEADERS**

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**ABSTRACT**

*Research on managers (formal leaders) in different settings suggests that Leadership style, Decision-making style, and Motivation are the three important factors for managerial effectiveness (Bass, 1990). The leader, manager, a decision maker and the motivator in the field of higher educational institution is “The principal”, who is the chief of the institution. This paper is an attempt to briefly summarize the main findings and the trend as revealed by the studies conducted so far. The review includes the researches done in leadership style, Decision making Style and Motivation profile. The review of related studies of leadership styles, Decision making Style and Motivation profile helps to draw a contextual picture about the development of the concepts and find research gap in the fields.*

**Key words:** Leadership Behaviour, Formal Leaders , Reviews.

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**INTRODUCTION**

The area of leadership gained much significance because of the rapid growth of the management concepts in the day to day activities of human being especially in the field of business and education. The American Association of School Administrators gives the following characteristics of leadership in the field of educational administration.

1. It sets the pattern and guides the outcomes of cooperative action.
2. It guides the educational program but relies on shared decision.
3. It gives common understanding to common purposes.
4. It Produces cohesiveness without which cooperation is impossible.
5. It communicates throughout the school personnel a sense of mutual understanding and mutual loyalty to the ideals of education.
6. It generates enthusiasm for a project and inspires work towards its solution.
7. It resolves the differences, which frequently arise in growing organizations.

**STATEMENT OF THE PROBLEM**

Various types of discipline problem of college students in political vandalism, drug abuse, alcoholism, violence and criminal activities. In addition, negligence of duty by teachers

increases causes decline in the performance of students, frustration and dissatisfaction of teachers, lack of team spirit, low motivation of teachers, atmosphere of distrust and non co-operation and lack of orientation to produce excellence in position are some of the factors adversely affects the climate , culture and effectiveness of the colleges. It is the role of principal who can establish a positive climate in the college with his Leadership behavior. Which leadership style, decision making style and Motivation profile is to be established to meet the present day challenges and to establish a positive climate in their college is the question. The problem of identifying the specific leadership behavior which is suitable to establish a positive climate in the college has motivated the researcher to study on “Review of Literature on Leadership Behaviour of Formal Leaders” and to make the summary of the findings of the reviews.

### **OBJECTIVES**

Following are the objectives of the present study:

1. To examine the review of related studies of leadership styles, Decision making Style and Motivation profile of formal Leaders.
2. To summarize the findings of the previous studies.
3. To find the gap in the existing literature.

### **METHODOLOGY**

An extensive review of published evidence over the last 20 years was carried out in order to capture current knowledge in the area of leadership. It included both peer-reviewed journal papers and policy research reports. The focus mainly on to find the relationship between demographic variables and leadership behavior of College principals.

### **SUMMARY OF RELATED STUDIES IN LEADERSHIP STYLE, DECISION MAKING STYLE AND MOTIVATION**

After review of the studies related with leadership style, Decision Making Style and Motivation, the following observation has been found:

- Male and female heads had no difference in leadership style (Iqbal, 2005).
- The leadership behavior of the heads was not related to sex (Singh, 1978).
- Sex and age did not influence administrative behavior (Mahant, 1979).
- No significant difference was found between male and female administrators' (Patel, 1983).
- Leader whether male or a female had similar personality traits (Sharma, 1986).
- Leadership behavior was not related to academic qualifications in terms of graduate and postgraduate degrees, except that postgraduate heads were significantly better than graduate heads on demand reconciliation (Singh, 1978).

- The qualification of the principal was not found to be determining factors in the organizational climate of the school (Baraiya, 1985).
- Professional qualifications of principals did not play any significant role in the professional development of teachers and in shaping the climate of the schools (Patel, 1983).
- The sex of the schools and also the qualification of the principal were not found to be determining factors in the organizational climate of the school (Baraiya, 1985).
- Age factor of leader's effects to leadership (Moravarker, 1964).
- Experiences did not influence administrative behavior (Mahant, 1979).
- The member of the management committee having varying qualifications did not influence the school climate (Baraiya, 1985).
- Type of college management, did not influence to the effectiveness of administrative behavior (Mahant, 1979).
- The leadership behavior of heads was not related to their age between twenty five and sixty two years (Singh, 1978).
- The administrative behavior of urban principles on interactive, progressive and achievement-oriented dimensions was rated higher than that of their rural counterparts (Kaushik, 1979).
- Mech (1993) found that as libraries' managers grow older, they may be inclined to logical thinking and less inclined to broad thinking, creativity, and concern for people.
- Mech (1993) found that no significant differences exist between men and women managers on any of the decision styles or orientations (Mech, 1993).
- Mech found that library directors with less administrative experience are more likely to have a people-oriented behavioral style than library directors with more administrative experience (Mech, 1993). According to the results of Benson's study, years of nursing experience in the Veterans Administration was a significant factor that influences decision styles (Benson, 1986). Goodyear (1987) found that the individuals with less years of experience are directive.
- The findings of Mech's study indicate that the directors at private institutions are more likely to have significantly higher behavioral scores than directors at public institutions (Mech, 1993). Ali (1989) argues that decision styles differ significantly by some variables, one of which is type of organization.
- Benson (1986) found that ethnic background does not influence individual decision style and the individual's level of education does not influence decision style. While Yousef (1998), through a study conducted in the United Arab Emarit, found that level of education, as a variable, does influence the decision style. Goodyear (1987) found that individuals with fewest years of education scored highest in directive decision style.
- Subathra.C (2015) found that there was no significant relationship between the Principals' age and any of the Factors of Leadership behavior viz., Leadership style, Decision Making style and Motivation Profile of the College Principals in Kanyakumari

District. Teaching Experience of the College Principal had a statistically significant relationship with their leadership style. Higher the teacher experience, more likely to be Democratic in Leadership. Lower the experience more Autocratic to be. Whereas, Decision Making style and Motivation profile of the College Principal has no significant relationship with their Teaching experience. There is significant relationship existed between the leadership style of College Principal and their Administrative experience. Principals with more administrative experience are more likely to be Democratic than the Principals with the less administrative experience. And there was no statistically significant relationship between the Principals' administrative experience and their Decision Making style and Motivation Profile. There was no statistically significant relationship between the type of College of the Principals' and their leadership style and there is statistically significant relationship existed in between Decision Making style and Motivation Profile of the College Principal and Type of College. The Principals in Engineering and Polytechnic Colleges are very dominant towards Behavioral decision style whereas, the Arts & Science College Principals are very dominant towards Conceptual decision style. The Principals in Arts & Science Colleges are very dominant towards Achievement motivation whereas, the Principals in Nursing Colleges are dominant towards Affiliation Motivation. There is a statistically significant relationship existed between Gender and Leadership style and Gender and Motivation, Gender plays a role in the adoption of Leadership style and Motivation profile of the College Principals in Kanyakumari District. Whereas for Decision making gender does not play a role in the adoption of a particular style.

According to the above mentioned previous studies, all the results of the present study are found somewhat similar. Study presents innumerable findings consequently. It is useful to future research. The above mentioned researchers used interviews, questionnaires, observations and document analysis for the collection of data. Percentage, mean, S.D., t-test, ANOVA, ANCOVA, correlation analysis were used for data analysis. The findings of the studies in most cases revealed that there was no significant relationship between the Leadership behavior of principal and Demographics factors like age, gender, qualification, experience and type of college and the decision style adapted by a leader/manager influenced by a number demographic variables. There has been number of researches done on Motivation, especially on Achievement Motivation. There is very less number of studies done on Motivation profile of college principals. Thus the researcher came to conclusion that Motivation as an important factor which is to be included in further study on Leadership behavior.

#### **GAPS IN THE EXISTING LITERATURE**

The preceding brief analysis on Leadership, Decision Making and Motivation theories indicates that there may be some vital gap in even the well-accepted modern theories of

leadership, Decision making and motivation. One should start first with the most important question, ‘What motivates the leaders?’ before coming to motivation among lower level employees to the upper level. For this priority problem of the leader’s motivation and Decision making to be properly handled, the true nature of the ‘vital gap’ in the theories currently may be identified.

The literature review of the studies related to motivation led to the conclusion that there have been few studies related with motivation, but no such study was found to be relating motivation profile with Leadership and Decision Making. Likewise, there have been numerous studies which relate motivation, but no such study was found to be relating motivation with college principal. Similarly, there have been numerous studies which relate motivation with leadership behaviour and organization effectiveness, but no such study was found to be relating motivation with Demographics of college principals.

Though some studies quoted here discussed it theoretically, but no empirical study was found to establish the relationship between the three factors Viz., Leadership style, Decision Making style and Motivation profile of College Principal.

## CONCLUSION

The review of literature on Leadership Style, Decision Making style and Motivation Profile shows researchers in India and abroad has done maximum number of studies in assessing leadership styles of school principals than college principals. Also the literature show very less number of studies in the field of Decision making style and motivation profile of college principal. The literature reveals the relationships between leadership behavior and demographics in most studies are insignificant and some shows significant. Overall, the literature revealed mixed findings of relationship between these variables. But major findings reveal that there is no significance relationship exists between principals’ leadership behavior and demographics {Iqbal, (2005), Singh, (1978), Mahant, (1979), (Mech, (1993), Ali (1989) and Goodyear (1987)}.

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