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The profile of leadership behavior of administrative heads of various physical education societies of Madhya Pradesh

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Abstract

Eighty professors/ readers/lecturers of Madhya Pradesh who were teaching physical education at college and university level acted as the subjects in the study. Criterion measure for testing the hypothesis were the obtained scores from the self-made Leadership behavior questionnaire. The questionnaire was prepared to study the leadership behavior of Administrative Head working in various physical education department and colleges of Madhya Pradesh. The research scholar visited personally and corresponded to all the universities physical education department and colleges of Madhya Pradesh to collect data. Before distributing the questionnaire, the research scholar briefed them about the purpose of the study. They were requested to respond all the questions in the questionnaire covering different information about leadership behavior of administrative head working in various universities physical education department and colleges of Madhya Pradesh. They were given sufficient time to fill up the questionnaire. **Conclusions:** They were found to be democratic in nature. Takes decision after due consultation with the group members. Give advance notices of changing policies and procedures in their societies. Acts as real leaders. Gives enough time to listen to his/ her subordinates. They themselves maintain the standard of performance. Occasionally loses temper due to hectic schedule. Most of times are found to be friendly and easily approachable in nature. Often they were found to be indecisive when action has to be taken. Heads make everybody through his/ her tasks and goals. Most of time he is with the subordinates especially during the bad times. Motivating his group members to maintain and achieve high standard of their profession. Involving people seeking their views listening actively to what they to say and representing these views honestly. Being clear on what is expected, and providing feedback on progress. Showing tolerance of people's differences and dealing with their issues fairly. Acknowledging and recognizing people for their contributions and performance. Weighing alternatives, considering both short and long-term effects and then being in the decisions they make.

Keywords: profile, leadership, behavior, administrative heads, physical education, societies, Madhya Pradesh

Introduction

Leadership comes from the Anglo-Saxon word *lead*, meaning to go, and is defined as guiding, conducting, proceeding, or being foremost. Leadership has been defined in terms of individual's traits, leadership behavior, interaction patterns, role relationships, follower perceptions, influence on task goals, and influence on organization culture. Leadership is the ability and readiness to inspire, guide or manage others. Leadership is the exercise of authority in initiating, directing, or controlling the behavior or attitudes of others, and bring out with their consent, those qualities of personality and training, which make the guidance, and control of others successful. Leadership is the initiation of a new structure or procedure for accomplishing the organizational goals and objectives for changing an organization's goals and objectives. Leadership is thus inseparable from the followers' needs and goals as leadership occurs in a group. Therefore, this term refers to leadership behavior in the group rather than to any sets of traits or personal attributes. It is functional and consists of leadership behavior and operations. This shift from personal attributes to functional behavior has marked a significant change in our understanding of the process of leadership. Leadership therefore, may be considered as a process through which others are influenced towards desired direction. Leadership is a behavior of an individual which initiates a new structure in interaction within a

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Social system. It initiates change in the goals, objectives, configuration, procedures, inputs, processes and ultimately the outputs of measures. Group achievement and group maintenance functions, situational and personality determinants, organizational and individual contacts, active and passive relationships, contexts, means and ends, and similar dichotomous definitions leadership is dynamic since it involves social system in action and interaction. Leadership is a process of influencing the activities of an individual within a group in its effort towards goal achievement in given situation. Leadership is essentially a continuous process of influencing behavior. The term leadership describes a relation a relation between people. Hence it becomes important that new educational setups deal with it. It refers to interplay among persons the relation results in one person having for a time the major responsibility for the activities and the welfare of the group. Leadership is displayed when one person affect another person or a group of persons in such way that common direction is given to their efforts through this one person leadership is always accomplishment in relation to others never alone. Management of any organization, educational setup or otherwise may be defined as working with and through individual and groups of individuals to accomplish it goals. He has to manage his institution with the help of other people working in the organization. The term manger point out to a person who is holding a managerial. Position such as the vice chancellor of a university. Principal of a college, head of the department, Director of institution, Head Master of school, supervisions, inspector etc. However some experts in the field have defined leadership in more specific and technical ways "Leadership is influencing people to follow in the achievement of a common" These approaches focused on not what leaders are like, but on what they do to help groups accomplish their tasks. The major assumption underlying these theories was that leadership is a highly dynamic relationship between an individual and other members of the group in a specific environment. The relationship must be expressed in certain specific behaviors. Behaviors are that contribute to effective leadership. Research, now was directed to identifying behavior patterns or styles of effective leadership. Most of these studies were conducted during the 1960 and 1970s. A systematic analysis of the behavior patterns or persons in positions of leadership was made leadership was made in recognition of the that leaders behavior patterns may change in accordance with the situation. The term management skills have been in this context to refer to on ability which can be developed and which is manifested in performance. Modern management requires various skills. Identified three kinds of skill as technical, human, and conceptual. Actually, an effective leader appears to rest on three personal and basic developable skill: ^[1] Technical skill, which is used to refer to proficiency and understanding of a specific kind of activity involving process, procedure or technique. This is primarily concerned with working with things ^[2]. Human skills, which is the manager's ability to work with others and build a cooperative effort with the group he manages. This skill is primarily concerned with working with people ^[3]. Conceptual skills, which implies the ability to visualize the organization as a whole. The skill enables the manager to perceive and recognize the interrelationships of various factors operating within the total organization. The relative importance of these skills varies varies with the organizational levels. At lower levels, technical and human skills are required more than the conceptual skills. At higher level, the manager's effectiveness

depends more upon conceptual and human skill. Added the fourth one- design skill to Katz's three skills. The skill involves the ability to solve problems of the organization. Classified the abilities required to be possessed by the managers under five skills as follows: ^[1] Conceptual skills: it is an ability to visualize the organization as a whole system and form image and develop vision in the context of future environment ^[2]. Analytical skills: are more related with scientific attitude and thinking on the part of manger for solving different problems and making decisions ^[3]. Human relation or behavior skills the basic responsibility of every manager is to get thing done by others. These skills refer to those abilities, which are needed by the manger to deal with subordinates effectively ^[4]. Administrative skills: it refers to those abilities which he uses for coordinating various activities, seeking effective utilization of allotted resources and getting things done by subordinates ^[5]. Technical skills: these skills refer to specialized knowledge and proficiency in handling methods, procedures, and techniques for doing specific job.

Methodology

Eighty professors/ readers/lecturers of Madhya Pradesh who were teaching physical education at college and university level acted as the subjects in the study. Criterion measure for testing the hypothesis were the obtained scores from the self-made Leadership behavior questionnaire. The questionnaire was prepared to study the leadership behavior of Administrative Head working in various physical education department and colleges of Madhya Pradesh. The research scholar visited personally and corresponded to all the universities physical education department and colleges of Madhya Pradesh to collect data. Before distributing the questionnaire, the research scholar briefed them about the purpose of the study. They were requested to respond all the questions in the questionnaire covering different information about leadership behavior of administrative head working in various universities physical education department and colleges of Madhya Pradesh. They were given sufficient time to fill up the questionnaire.

Discussion of findings

The reason may be the fact the working pattern, caliber of all supporting staff, may not be the same. Hence, to provide responsible work the heads would be considering the efficient ones. They may be of view that responsible and efficient workers are favored with official favors. Majority of the respondents were of view that their administrative head makes their attitude clear to the groups regarding official matters. The reason may be the fact that. Now a day nothing can be done in vacuum, you have to be straight forward for achieving success in any aspect of administration. A good number of people with percentage of 41.25 % often and 20 % occasionally were of view that that their leader brings new ideas. This may be due to changing patterns and to establish oneself as efficient leader innovates has to be adopted. 50 % of respondents agreed upon that, their respective Heads works as real leader of the physical Education plays an important role in developing a good leader and people are appointed as heads may be due to their leader qualities, this may be the reason why majority of the respondents were in favor of this statement. An overall 79 % of respondents have shown their opinion that Physical Education head rules with an iron hand. This may be due to the fact that generally physical educationists are considered to be tough minded and

aggressive in behavior but they tend to show their authority through tough handling. Administrative Heads were found to be very rigid and loss temper with their subordinates, the reason may be the hectic working pattern due to which they behave in this manner. Majority of the subordinates were of view that their heads backs up them and treat all the members in equal way. Heads were found to be very friendly and approachable in nature and want that rules of the institutes to be followed but they were found to be indecisive when action has to be taken. A good number of percentage has explained their leaders as 'open' to their group members. And whenever they speak they speaks as representatives of the group. Subordinates were of view that their leaders draw out the best from their members up to the capacity of the member. Majority of the respondents found that their leaders were with them whenever needed. A high percentage of respondents have indicated that their leaders are confident enough and affirmative in their action. An overall desired leadership qualities were observed from the Heads of the institutes, which can bring to the profession in future.

Conclusions

Studies conclusion are made as following-

- They were found to be democratic in nature.
- Takes decision after due consultation with the group members.
- Give advance notices of changing policies and procedures in their societies.
- Acts as real leaders.
- Gives enough time to listen to his/ her subordinates.
- They themselves maintain the standard of performance.
- Occasionally loses temper due to hectic schedule.
- Most of times are found to be friendly and easily approachable in nature.
- Often they were found to be indecisive when action has to be taken.
- Heads make everybody through his/ her tasks and goals.
- Most of time he is with the subordinates especially during the bad times.
- Motivating his group members to maintain and achieve high standard of their profession.
- Involving people seeking their views listening actively to what they to say and representing these views honestly.
- Being clear on what is expected, and providing feedback on progress.
- Showing tolerance of people's differences and dealing with their issues fairly.
- Acknowledging and recognizing people for their contributions and performance.
- Weighing alternatives, considering both short and long-term effects and then being in the decisions they make.

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