



**ORIGINAL RESEARCH PAPER**

**Education**

**ADMINISTRATIVE EXPERIENCES AND LEADERSHIP SKILLS OF THE PRINCIPALS: - A DISCUSSION**

**KEY WORDS:** Leadership skills, Teachers' Education Institution, Administrative Experiences

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**ABSTRACT**

The leadership skills of a principal perform a very important role in the administration of a college. The progress of a college heavily depends on the leadership skills of the principal. The present paper is being aimed to measure the administrative quality of the principal of various colleges in West Bengal. The study was conducted on a sample of 326 Principals randomly selected from the 18 districts of West Bengal. A tool with 77 items was used to complete this research. There were eight types of dimension of leadership skills in this tool. These are 1. Dealing with student's 2. Time table 3. Class allotment 4. Dealing with non-teaching staff 5. Incidental issues 6. Administrative work and 7. Academic calendar 8. Dealing with teachers. These study emphasizes on the above mentioned eight dimensions of leadership skills.

**INTRODUCTION**

Leadership is the art of motivating a group of people to act toward achieving a common goal. Leadership captures the essentials of being able and prepared to inspire others. A good leader inspires others to act while simultaneously directing the way that they act. An administrator sometimes called a manager or principal. He is a person who creates actionable plans and solves problems to make or keep an institution successful. A good administrator should understand how to best allocate staff and resources to complete a work efficiently. The head of a teacher education institution is the principal. All the activities of a teacher education institution are directed with the help of the principal. The success of an educational institution very much depends on the success of an energetic principal. That's why role of the principals is most important in making successful this huge education structure in West Bengal.

**Review of Related Literature**

**Ghosh, R. (1974)** successfully conducted a study on the "Present system of teachers' education in USA, UK, and India." The researcher found that the teachers training institution should be treated as dynamic required renovation and reforms from time to time.

**Sing, H. M. (1978)** carried out a study on leadership behavior of heads of secondary schools in the state of Haryana. The researcher found from the study that leadership was significantly related to the four personality factors that are intelligence, emotional stability, outgoingness, and assertiveness.

**Statement of the Problem** The problem selected for the present study is "Leadership Skills of the Principals of Teacher Education Institutions in West Bengal with Reference to administrative Experiences".

**Objective Of The Study:**

The following objective was set forth for the study. -  
3. To compare the leadership skills of the principals of Teacher Education Institutions in respect of their administrative experiences.

**Hypothesis of The Study**

**H<sub>0</sub>1:** There is no significant difference in leadership skills between the principals working in the Teacher Education Institutions having different years of administrative experiences.

**Sub Hypothesis**

- H<sub>0</sub>1a:- There is no significant difference in leadership skills between the principals who have below 5 years and 5 to 10 years of administrative experiences.
- H<sub>0</sub>1b:- There is no significant difference in leadership skills between the principals who have below 5 to 10 years

and above 10 years of administrative experiences.

- H<sub>0</sub>1c:- There is no significant difference in leadership skills between the principals who have below 5 years and above 10 years of administrative experiences.

**Definition Of Important Terms Used**

**1. Leadership skills:** - Here Leadership skills mention to those important capabilities that determine the extent of the actualization of scholastic goals.

**3. Teacher Education Institution:** - In this study 'Teacher Education Institution' refers to B. Ed and D. Ed colleges of West Bengal only.

**Method of the Study**

Descriptive survey method was used to conduct this study.

**Population of the study**

All the working principals and Teacher In-charges of Government and Private Teacher Education Institution in West Bengal.

**Sample Distributions Of The Study**

A total of 326 samples were taken randomly from 18 districts of West Bengal for the study. Out of these 300 samples were taken as a part of the research.

**Uses of Tools**

One 5 point 'leadership skills inventory for the principal' with 77 items was developed and standardized for the present study by the researcher.

**Procedure of the Study**

The tool was administered to 352 Principals of the selected Teacher Education Institution. Significant instructions were given to the Principals requesting them to fill in the questionnaire with highest care and sincerity.

**Analysis of Data and Interpretation**

**Analysis Pertaining to Objective 1**

**Objective 1: To Compare the Leadership Skills of the Principals of Teacher Education Institutions in Respect of their Administrative Experiences.**

**Table No. - 1.1**

Administrative Experience	N	Mean	Level of Leadership skills
Below 5 years	124	270.53	Average
5 to 10 years	126	288.02	Average
Above 10 years	50	303.32	High

**Interpretation:**

Above table indicates the average of leadership skills scores of the principals with reference to their different administrative experiences. The principals who are having

more than 10 years administrative experience have shown high leadership skills to their administrative profession than other two groups. However the principals with below 5 years and 5 to 10 years administrative experience have shown average leadership skills. That's why the results indicate a significant relationship between administrative experience and leadership skills of the principals towards their profession.

**Table No. - 1.2**

Administrative Experience	High Leadership (%)	Average leadership (%)	Low Leadership (%)
Below 5 years	12.1	31.5	56.4
5 to 10 years	33.3	49.2	17.5
Above 10 years	68.0	30.0	2.0

**Interpretation**

Above table indicates that the trend of leadership skills in relation to their administrative experiences. It has shown that 68.0 % of the principals with 10 years administrative experience are having high level of leadership skill. On the other hand only 12.1 % of the principals with below 5 years of administrative experience are having high levels of leadership skills. Therefore leadership skills are correlated with the administrative experiences of the principals.

**Analysis Pertaining to Hypothesis – H<sub>0</sub>1**

**H<sub>0</sub>1:** There is no significant difference in leadership skills between the principals working in the Teacher Education Institutions having different years of administrative experiences.

**Analysis Pertaining to Hypothesis – H<sub>0</sub>1a**

**H<sub>0</sub>1a:-** There is no significant difference in leadership skills between the principals who have below 5 years and 5 to 10 years of administrative experiences

**Table no 1.3**

Administrative Experiences	N	Mean	SD	SED	t	Level of Significance
Below 5 years	124	270.53	19.86	2.68	6.53	0.01
5 to 10 years	126	288.02	22.39			

**Interpretation:**

Above table clearly indicates that the value of 't' between principals with below 5 years' of administrative experiences and principals with 5 to 10 years' of administrative experiences is significant at 0.01 level, meaning thereby principals with below 5 years' of administrative experiences and principals with 5 to 10 years' of administrative experiences differ very significantly on the basis of their Leadership skills score. Result reveals that the gain score is in favour of the principals with 5 to 10 years of administrative experiences.

**Analysis Pertaining to Hypothesis – H<sub>0</sub>1b**

**H<sub>0</sub>1b:-** There is no significant difference in leadership skills between the principals who have below 5 to 10 years and above 10 years of administrative experiences.

**Table no 1.4**

Administrative Experiences	N	Mean	SD	SED	't'	Level of Significances
5 to 10 years' Experiences	126	288.02	22.39	3.50	4.37	0.01
Above 10 Years' Experiences	50	303.32	16.77			

**Interpretation:**

Above table clearly indicates that the value of 't' between principals with 5 to 10 years' of administrative experiences and principals with Above 10 Years 'of administrative experiences is significant at 0.01 level, meaning thereby principals with 5 to 10 years' of administrative experiences and principals with above 10 Years' of administrative

experiences differ significantly on the basis of their Leadership skills. Result reveals that the gain score is in favour of the principals with above 10 years' of administrative experiences.

**Analysis Pertaining to Hypothesis – H<sub>0</sub>1c**

**H<sub>0</sub>2c:-** There is no significant difference in leadership skills between the principals who have below 5 years and above 10 years of administrative experiences

**Table no 1.5**

Administrative Experiences	N	Mean	SD	SED	t	Level of Significance
Below 5 years	124	270.53	19.86	3.19	10.26	0.01
Above 10 Years	50	303.32	16.77			

**Interpretation:**

Table clearly indicates that the value of 't' between principals with Below 5 years' of administrative experiences and principals with above 10 Years 'of administrative experiences is significant at 0.01 level meaning thereby principals with Below 5 years' of administrative experiences and principals with above 10 Years' of administrative experiences differ very significantly on the basis of their Leadership skills. Result reveals that the gain score is in favour of the principals with above 10 years of administrative experience.

**Table No. - 1.6**

Administrative Experiences	High Leadership Skill	Moderate Leadership Skill	low Leadership Skill	Total	χ <sup>2</sup>	Level of Significance
Below 5 years	15	39	70	124	90.54	0.01
5 to 10 years' Experience	42	62	22	126		
Above 10 Years	34	15	01	50		

[df = 4, for 4 df tabled value of chi square (χ<sup>2</sup>) at 0.05 level = 9.488 and at 0.01 level = 13.27 ]

**Interpretation:**

The chi square value of the above table 90.54 is significant as the critical value is 9.488 at 0.01 level where degree of freedom is 4. The results leads to conclude that leadership skills of the principals working in different Teacher Education Institutions in West Bengal differ very significantly on the bases of different administrative experiences. Therefore, the trend of distributions on the level of leadership skills maintains the comparison between the average leadership skills of different administrative experience group of the principals.

**Findings of the Study**

- Above analysis of the data reveals that the principals having less than 5 years of administrative experiences and the principals with 5 to 10 years of administrative experiences differ very significantly on the basis of their leadership skills. That means the result indicates that the principals with 5 to 10 years of administrative experiences have reasonably better leadership skills than the principals of below 5 years of administrative experiences.
- It was found from the study that the principals with 5 to 10 years of administrative experiences and principals with more than 10 years of administrative experiences differ significantly on the basis of their leadership skills score. So, the result indicates that the principals with more than 10 years of administrative experiences have comparatively improved leadership skills than the principals with 5 to 10 years of administrative experiences.
- Analysis of the data reveals that the principals with below 5 years of administrative experiences and the principals with above 10 years of administrative experiences differ significantly on the basis of their leadership skills. So, the

result indicates that principals with above 10 years of administrative experiences have comparatively better leadership skills than the principals with below 5 years of administrative experiences.

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