

CHAPTER –2

REVIEW OF LITERATURE

2.2 RELATED STUDIES ON LEADERSHIP BEHAVIOR:

▪ ABROAD:

Stogdill (1948) reviewed 124 studies of the characteristics of leaders and found that an average person occupying the position of leadership had some qualities which exceeded an average number of his group to some degree. The qualities characteristics and skills required in a leader are determined to a large extent by the demands of the situation in which he is to as a leader. Intellectual fortitude and personal integrity are positively related to leadership in adult groups. There appears to be very little relationship with age, height or appearances.

Garrison (1968) Studied the relationship between the leadership behavior and innovation. The results brought out that high scores on the dimensions of the LBDQ were directly related to innovations in the school High innovative principals, tended to be effective leaders when working with their staff but less effective when working with their superintendents. The study reveals an interesting fact that a principal is rated differently on his leadership behavior by his faculty members and the Superintendents.

iSSoian (1969) found a marked degree of agreement as to what kind of leadership was expected by superintendents, teachers and presidents of parent organizations. The study supports the trend towards increased professionalization of administration. Teaching and administrative experiences were not found to be significantly related to leadership

2.1 INTRODUCTION

An important and crucial aspect of a research project is the survey of related literature which means to locate, to read and to evaluate the past as well as the current literature of research that is related with the planned investigation. It helps the investigator to acquaint him with the knowledge in the field on which he is going to conduct his research. It equips the researchers with adequate information regarding the field in general and the problem in particular. It provides the researcher up to date information in the accomplished educational research and ideas in the concerned field. A wise investigator will always find out worth while to have an extensive survey of what has already been done on the problem. It is only through the related studies that the researchers know that which area is left untouched and unexpected. The related literature makes the study comparative and critical. It provides ideas, theories, explanation and such other information showing the problem and interpreting the findings. It suggests method of research suitable to the problem. Needless to say that an investigator must be aware of new researches conducted in the field of education. Only then he may himself contribute some valuable research in return.

behavior.

Morsink (1970) compared the leaders behavior of 15 men and 15 women principals. The study was being reported that there is no justification in the arguments that men behave more appropriately than woman as principals.

Bruns (1975) conducted a study to describe the impact of managerial behavior and leadership variables of principals as receptivity of ideas, goal emphasis, team building and decision making etc. on the effectiveness of the school. The data confirmed that there is a difference between the way teachers and students perceive the managerial behavior of the principals. Teacher is the schools ranked those principals most democratic who indicated a better attitude towards school and allowed more participation of teachers in decision making in their schools. A positive relationship between democratic leadership and academic effectiveness was found.

Islam (1982) conducted 'A Study of Organizational climate teacher morale and leadership behavior, in the secondary teachers training colleges of Bangladesh'. The investigator restricted to the ten teachers training colleges offer B.Ed, degree of Bangladesh. For analyzing the data, percentage distribution, mean, standard deviation, t-test and spearman product moment coefficient of correlation were used. Main findings of the study were : (i) while the colleges were grouped into three climate categories, viz., open, intermediate and closed, it was found that four colleges fell under open climate, two colleges fell under intermediate climate & four colleges fell

under close climate (ii) Among the four open climate category colleges, three colleges had principals who were having high initiating structure and high consideration dimension of leadership behavior (iii) leadership behavior of college principals raised the teacher morale (iv) Results of a glance regarding the relationship of independent variables viz., size, type and location of the colleges, age and administrative experience of the college principals with the dimensions of climate, morale and leadership behavior were presented.

▪ **INDIA:**

Vats (1972) worked on a study of leadership role in education administration. The major findings were as follows: (i) the most important aspect of career development was an officer's own motivation and his efforts for self development; (ii) The expansion of education demanding increasing responsibility and functional competence on the part of the administrators. (iii) It was found that administrators at all levels, has a reasonably clear perception of their role, (iv) The interference of the politician in day to day administration was found to be non-conductive to a flourishing leadership role.

Darji (1975) found that leadership behavior dimensions and patterns were critical indicators of organizational climate, staff morale academic motivation, school innovativeness and academic status. All the principals of open climate school manifested the leadership behavior patterns. The

leadership behavior dimensions and patterns were found to be significant in relation to variables of climate, morale and innovativeness but not in relation to pupil motivation towards schools and academic status of schools.

Singh (1978) launched a study to compare the Headmaster's leadership behavior with that of some other professional leaders & noted the relationship of variables such as personality factors, sex, age, teaching and administrative experience with leadership. It was found that (i) out of five professional leaders, the headmasters occupied the third position on the leadership scale (ii) The leadership behavior was significantly related to the four personality factors, viz., outgoingness, intelligence, emotional stability and assertiveness, (iii) The heads leadership behavior was not related to his age (iv) Post graduate heads were significantly better than graduate heads, the value oriented democratic style of leadership would be very effective in achieving excellence in the education process.

Jayajothi(1992) studied the organizational climate and leadership behavior of principals in relation to teacher morale in central schools, found that open climate related best to the perception of leadership behavior of principals by the teachers.

Sankaraayanan (1994) Studied the leadership behavior of the heads of the higher secondary schools in Tiruchirapalli district. The objectives of the study were : (i) to study the value based leadership behavior styles of the heads of schools in Tiruchirapalli educational district (ii) to compare the

behavior is evident. Traits of entrepreneurial leader are a combination of traits of an entrepreneur and of a leader. Here, these identified traits are reduced to seven specific groups using factor analysis. The model depicts the way to incorporate entrepreneurial leadership traits through education.

2.3 RESEARCH GAP

From the extensive review of literature presented in the chapter the researcher could not trace even a single study, which is directly inconsonance with the title of present investigation. Hence, it can be inferred that the studies available, served the little purpose for the present one as none of the studies reveal the following:

- ✦ Comparison of leadership behavior of C.B.S.E affiliated and M.P. state board school teachers on the basis of gender.

Thus, there exists a considerable gap on this aspect and the need for research was felt fulfilling the above mentioned variance and the fast changing academic environment. It is believed that the present research will address the above mentioned areas and will benefit the educational planners to frame the plans and the policies for the present incumbents and prospective administrators to enable them to cope up with the changing environment, apart from generating and strengthening a new field of knowledge. The present investigation, addressing the above aspects has been carried out and discussed as per the details given in the following chapter of "Research Methodology".