



Effective Leadership of the Heads of Schools and Colleges of Sri Adichunchanagiri Education Trust (R.); A Study

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ABSTRACT

Effective leadership is crucial for the success of educational institutions. This study investigates the leadership effectiveness of principals and headmasters in institutions managed by the Sri Adichunchanagiri Shikshana Trust (R.), Karnataka, which manages 530 institutions across Karnataka. Employing an analytical survey design. 365 teachers and 99 institutional heads selected through stratified random sampling. The study utilized the Leadership Effectiveness Scale, adapted to measure six dimensions: interpersonal relationships, intellectual operations, emotional stability, moral strength, communication adequacy, and personality. The scale's reliability was confirmed at 0.910. Data were collected from 365 teachers through questionnaire. Findings revealed that all sampled institutional heads demonstrated high leadership effectiveness, with no significant differences based on institution type (aided or unaided) or education boards (ICSE, CBSE, and KSEAB). Statistical analyses, including Independent samples t-tests revealed no significant differences in leadership dimensions such as interpersonal relationships, intellectual operations and emotional stability. Highlighting consistency across leadership dimensions. The study concludes that the exemplary leadership demonstrated by institutional heads significantly contributes to the success and consistent educational excellence of the Trust's institutions.

Keywords: Leadership effectiveness, Adichunchanagiri Shikshana Trust, Headmaster, Principal, Educational leadership.

Introduction

Leadership is a cornerstone of organizational success. As Allen stated, "A leader guides and gives directions to others. A leader must be an example to his followers. A highly dynamic leader is a machine that generates energy. He creates energy in the employees working in the organization and

makes them achieve something wonderful.” This observation highlights the indispensable role of leaders in fostering achievement and excellence.

Sri Adichunchanagiri Mahasamsthana Math is located in Adichunchanagiri, Mandya district. Sri Ramanandanath Swamiji, the 70th pontiff of Sri Adichunchanagiri Mahasamsthana Math, established the “Sri Adichunchanagiri Shikshana Trust (R.)” in 1973. The Trust currently manages 530 educational institutions across India. With 1,32,629 students pursuing education under its umbrella. The principals and headmasters of these institutions play a critical role in ensuring effective leadership and institutional success.

Objectives of the Study:

- To evaluate the leadership effectiveness of principals and headmasters.
- To compare the leadership effectiveness between aided and unaided schools.
- To analyze the leadership effectiveness of principals/headmasters across ICSE, CBSE, and KSEAB schools.

Scope of the Study: This study encompasses all schools and colleges operating under the Sri Adichunchanagiri Shikshana Trust located in Karnataka.

Limitations of the Study: This study is confined to the educational institutions of the Adichunchanagiri Shikshana Trust located in Karnataka state.

Review of Literature: M. Sudarshan conducted a study titled “A Study of Mental Health of High School Teachers in Relation to Leadership Effectiveness of Their Headmasters and Organizational Climate of the Schools in Mysore” (University of Mysore, 2017). The study found a positive correlation between the leadership effectiveness of headmasters and the mental health of teachers. It emphasizes the importance of effective leadership in educational settings.

Methodology:

Research Design: The study employed an analytical survey method. Data was collected through a “Measurement of Effective Leadership” questionnaire designed to evaluate the leadership effectiveness of institutional heads. Statistical techniques were employed to analyze the data.

Sampling: The sample was selected from schools and colleges under the Sri Adichunchanagiri Shikshana Trust across 20 districts in Karnataka, including Tumakuru, Kodagu, Bangalore Central, Bangalore Rural, Chikkamagaluru, Hassan, Mangalore, Ramanagara, Shivamogga, Dharwad, Chikkaballapur, Mandya, Mysore, Uttara Kannada, and Kolar. Out of a total population of 332 educational institution heads, 99 were selected as the sample.

Sample size:

- Heads of institutions: 99
 - 26 primary school headmasters
 - 33 high school headmasters
 - 4 Sanskrit school headmasters
 - 18 PU college principals
 - 18 higher education institution principals
- Teachers: 365 teachers were selected from 99 educational institutions using the stratified random sampling method based on the Krejcie and Morgan Table.

Data Collection Tool: The “Leadership Effectiveness Scale,” developed by Dr. Sudarshan and Dr. Ningamma C. Betsuru (2014), was used. The scale, consisting of 53 items, measures the leadership effectiveness of headmasters, across six dimensions: interpersonal relationships, intellectual operations, emotional stability, moral strength, communication adequacy, and personality. Modifications were made to adapt the tool for college principals.

Reliability: The reliability coefficient of the tool is 0.910, indicating high reliability.

Scoring System: Positive and negative items were scored as follows:

Positive Items		Negative Items	
Choice	Score	Choice	Score
Always	4	Always	0
Often	3	Often	1
Occasionally	2	Occasionally	2
Rarely	1	Rarely	3
Never	0	Never	4

The Components of leadership Effectiveness Scale:

Sl. No	Components of leadership Effectiveness Scale	Items numbers	Total
1	Interpersonal relationship	3,7,12,14,20,22,27,32,33,45,47,51, 52	13
2	Intellectual operation	8,15,21,23,24,36,46	7
3	Emotional stability	4,5,9,17,25,34,35,40,44	9
4	Moral strength	1,10,19, 26,30, 41,42,53	8
5	Adequacy of communication	2,11,13,18,28,29,39,43,49	9
6	Personality	6,16,31,37,38,48,50	7
		Total	53

The scoring range is categorized into three levels:

- Low: 0-71
- Medium: 72-142
- High: 143-212

Statistical Techniques: The data were analyzed using the following statistical techniques:

- Mode
- Mean
- Chi-square test
- Standard Deviation (SD)

Findings:

- **Leadership Effectiveness:** The "Measurement of Effective Leadership" questionnaire was administered to 360 teachers from trust schools to gather their opinions on the leadership effectiveness of the heads of educational institutions. The results are as follows:

Sl. No	Stages of Education	Frequency	Leadership Levels			%
			Low	Medium	High	
1	Primary School	F	0	0	26	100
2	High School	F	0	0	33	100
3	Sanskrit Pathashala	F	0	0	4	100
4	PU College	F	0	0	18	100
5	Higher Education	F	0	0	18	100
6	Total Educational Institutions	F	0	0	99	100

The study revealed that all 99 sampled institutional heads demonstrated high levels of leadership effectiveness. This included 26 primary school headmasters (2 from ICSE schools, 4 from CBSE schools, and 20 from KSEAB schools), 33 high school headmasters (2 from ICSE schools, 4 from CBSE schools, and 27 from KSEAB schools), and heads of Sanskrit schools, PU colleges and higher education institutions.

- **Comparison between Aided and Unaided Institutions:** Out of the 99 sampled institutions, 21 were aided, and 78 were unaided. All demonstrated high leadership effectiveness. The study found no significant difference in leadership effectiveness between the two categories.
- **Statistical Analysis:**

Sl.No	Components	t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
1	Interpersonal relationship	-.338	97	.736	-.32293
2	Intellectual operation	-.802	97	.424	-.44782
3	Emotional stability	1.069	97	.288	.99344
4	Moral oral strength	.569	97	.571	.34308
5	Adequacy of communication	.000	97	1.000	-.00011
6	Personality	-.024	97	.981	-.01538
	Total	.163	97	.871	.54951

The t-test revealed no significant difference between the leadership effectiveness of heads from aided and unaided institutions across various dimensions (e.g., interpersonal relationships, intellectual operations, emotional stability).

Conclusion: The study confirms that the heads of educational institutions under the Sri Adichunchanagiri Shikshana Trust exhibited high level of leadership effectiveness across various

dimensions. There is no significant difference in leadership effectiveness between aided and unaided institution heads, as well as across different education boards (ICSE, CBSE, KSEAB). It indicates uniformity in leadership quality across the Trust's educational framework.

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