

An Analytical Study on Managerial Skills of School Heads with Opinion of Heads and Teachers

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Abstract: *The aim of this study is to probing of Managerial Skill of School Heads in reference of Motivation, Human resource management, and Emotional Intelligence. The study carried out on the 40 secondary schools with almost 400 respondents in which 300 are teachers and 100 Principals from government as well as privately managed secondary schools of Rajasthan state. The standard scales are used to examine the relation among variables taken in the study.*

Key Words: *Managerial skills, personality, Motivation, Human resource development.*

1. INTRODUCTION:

This is era of fast development in the field of education and continues development associated with exclusive rights for social restoration. In the view of Mahatma Gandhi, "Education is the preparation for comply living, adjustment with environment, perfections of one's nature, character building and harmonious development of personality". The statement is forever factual for the miles of academic journey. No doubt, educator holds the chief responsibility of the field of education. Again it is the accomplishment of academic program. The Managerial Skill of heads of academic institutions is very important. The opinion of heads for their managerial skill is not enough to evaluate the actual fact the opinion of teachers about heads are also important.

The managerial skill comprises various kinds of sub skills some of them are Human resource development, Motivation and Emotional Intelligence. In this study the view of 300 teachers for their heads and views of heads for themselves are collected and analysed.

2. DESIGN OF THE STUDY:

In this research Heads / Principals of the Secondary Schools of south Rajasthan were questioned with regard to three specific managerial skills (Human Resource Development, Motivation and Emotional Intelligence) they possessed. This information is important because it can help education authorities to train and develop school managers in specific skills that would help improve the effective running of schools.

3. OBJECTIVES:

Comparison of Head's and Teacher's opinion within the different mode of managerial skill of the institutional head

- Comparison of Head's and Teacher's opinion with Motivation sub skill
- Comparison of Head's and Teacher's opinion with HRD sub skill
- Comparison of Head's and Teacher's opinion with Emotional Intelligence sub skill

4. RESEARCH METHOD AND MEASURES:

In the present study the investigator used descriptive survey method to gather information and analyses the data. The instruments employed for the collection of data were questionnaire. There are two questionnaires first one is Leader Ship Effectiveness which comprises 44 questions with five responding options and another one questionnaires is managerial skill of school principal with 50 questions.

4.1 Sample

For the quantitative research, sample is the main concern. With the help of sampling relatively small number of measures are selected and analyzed in order to find out the outcomes. Opinion of 300 secondary school teachers from government and private schools and opinion of 100 heads / principals from same schools are taken as primary data.

4.2 Data Analysis

- **Objective 1:** “Comparison of Head’s and Teacher’s opinion with Motivation sub skill” For testing the objective Chi-square test has been used. The details are as shown in Table No.-1

Table - 1

Chi-Square Test Between Opinion about Managerial Skill (Motivation Skill) of Heads by Heads and Teachers

Observed / Estimated	Opinion about Managerial Skill	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Total
Fo	By Teachers	106.2	73.8	37.2	23	59.8	300
	BY Heads	37.5	28.9	18.1	11.4	4.1	100
Total		143.7	102.7	55.3	34.4	63.9	400
Fe	By Teachers	107.78	77.03	41.48	25.80	47.93	
	BY Heads	35.93	25.68	13.83	8.60	15.98	
(Chi Square)	By Teachers	0.02	0.14	0.44	0.30	2.94	3.84
	BY Heads	0.07	0.41	1.32	0.91	8.83	11.53
Chi Square		0.09	0.54	1.76	1.22	11.77	15.38

- **Objective 2:** “Comparison of Head’s and Teacher’s opinion with Human resource Development sub skill” For testing the objective Chi-square test has been used. The details are as shown in Table No.-2.

Table -2

Chi-Square Test between Opinion about Managerial Skill (Human Resource Development) of Heads by Heads and Teachers

Observed / Estimated	Opinion about Managerial Skill	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Total
Fo	By Teachers	147.38	63.38	36.73	27.13	25.38	300
	BY Heads	34.5	46.64	12.86	4.64	1.36	100
Total		181.88	110.02	49.59	31.77	26.74	400
Fe	By Teachers	136.41	82.52	37.19	23.83	20.06	
	BY Heads	45.47	27.51	12.40	7.94	6.69	
(Chi Square)	By Teachers	0.88	4.44	0.01	0.46	1.41	
	BY Heads	2.65	13.31	0.02	1.37	4.24	
Chi Square		3.53	17.75	0.02	1.83	5.66	28.79

- **Objective 3:** “Comparison of Head’s and Teacher’s opinion with Emotional Intelligence skill” For testing the objective Chi-square test has been used. The details are as shown in Table No.-3.

Table- 3

Chi-Square Test between Opinion About Managerial Skill (Emotional Intelligence) Of Heads by Heads and Teachers

Observed / Estimated	Opinion about Managerial Skill	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Total
Fo	By Teachers	45.11	40.67	34.44	54.89	124.89	300
	BY Heads	36.5	40.2	17.7	4.4	1.2	100
Total		81.61	80.87	52.14	59.29	126.09	400
Fe	By Teachers	61.21	60.65	39.11	44.47	94.57	
	BY Heads	20.40	20.22	13.04	14.82	31.52	
Chi Square	By Teachers	4.23	6.58	0.56	2.44	9.72	23.54
	BY Heads	12.70	19.75	1.67	7.33	29.17	70.62
Chi Square		16.93	26.33	2.23	9.77	38.89	94.16

5. DISCUSSION AND FINDINGS:

The testing of **Objective-1** has revealed that according to table 1 the Chi-square calculated value obtained Chi-square test is 15.38. This value is very much higher at 0.05 level at $df = 4$. So it can be said that there is a significant difference between the opinion of the managerial skill (motivation) of the institutional heads by themselves and by the views of the teachers.

As per the testing of **Objective-2** it is clear that according to table 2, the Chi-square calculated value obtained Chi-square test are 28.79. This value is very much higher at 0.05 level at $df = 4$. So it can be said that there is a significant difference between the opinion of the managerial skill of the institutional heads by themselves and by the views of the teachers.

As per **Objective-3** and according to table -3 that the Chi-square calculated value obtained Chi-square test are 94.16. This value is so much high in comparison than the value at 0.05 level at $df = 4$ from the tabulated value. So it can be said that there is a significant difference between the opinion of the managerial skill (Emotional Intelligence) of the institutional heads by themselves and by the views of the teachers.

5. CONCLUSION:

According to analysis of data, discussion and finding we can conclude that there is a significant difference between the opinion of heads and teachers about managerial skill of institutional heads. The chi-square value of sub skill Motivation and HRD are quite similar and are very less than the value Emotional Intelligence. So we can say that Heads are capable to motivate the teachers and develop human resource but heads are not capable to understand the feelings of teachers as per the result of Emotional Intelligence.

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