

## **THE LEADERSHIP PRACTICES, MANAGEMENT STYLES AND MOTIVATIONS IN THE FIELD OF EDUCATION**

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### **ABSTRACT**

*Recently, educational leaders in nations, along with their counterparts everywhere else in the world, have been confronted with problems as a result of the high expectations placed on formal education brought about by technological progress and globalisation. The purpose of this paper is to examine the managerial approaches and leadership styles that are required to be employed by an educational leader/manager in the process of motivating staff towards the achievement of organisational goals, and to emphasise the leadership styles that are most likely to achieve the expected outcomes. Additionally, the paper will focus on leadership styles that are most likely to motivate staff towards the achievement of organisational goals. It starts off with an explanation of the definition and general notion of management and leadership. The following section of the article will investigate the many management strategies and styles of leadership that may be implemented to motivate staff members to achieve the institution's goals. According to the findings of the study, management is concerned with the mechanisms and their applications, whereas leadership is concerned with the change of persons. It is not an easy task to determine a leadership style or managerial approach to follow; nonetheless, educational leaders can get very close to success when they are able to employ the appropriate style in the appropriate setting and in the appropriate manner.*

**Keywords:** *Managerial approaches; leadership style, educational leaders,*

### **INTRODUCTION**

Teaching and learning new information is one of the activities that takes place in a space that is designated for educational purposes, such as a school or another type of institution. The purpose of the National Education Philosophy is to foster the growth of persons who are whole on all levels, including academically, emotionally, and spiritually as well as physically and emotionally. One approach to achieving this objective is to encourage students to strengthen their critical thinking skills, as well as to promote the spread of scholarly information and ethical principles (Malaysia Ministry of Education, 2021). Teachers, like other education professionals, need to exhibit holistic characteristics and a teaching motive in order to educate students and guide them toward becoming knowledgeable, skilled, and gifted

individuals who are capable of meeting the demands of an increasingly complex period. In order to do this, teachers must have a teaching motive. As a result of this, the leadership styles of school leaders play a vital role in the process of improving teachers' motivation to educate. This is because of the direct correlation between the two factors. In addition, as a result of new standards such as the COVID19 pandemic and the widespread use of technology in the process of teaching and learning, the educational system is undergoing significant transformations. Because of this, the motivation of teachers is absolutely essential to the promotion of quality in the teaching and learning process. This is due to the fact that it has a better chance of motivating students to study and actively engage in the process of learning, which in turn enhances the chances that they will reach the goals that they deserve to attain (Lai & Han, 2020). This is very important because when the process of teaching and learning goes smoothly, teachers are better able to guarantee that students properly absorb what they are being taught, which in turn enhances the performance of the school. This is a virtuous cycle that benefits everyone involved. In this regard, the school heads, in their function as the institution's most senior administrators, play a significant role in the process of encouraging high levels of enthusiasm among the teaching staff.

Due to the intricacy of the problems that may be imposed, it is quite likely that being in charge of an educational institution will come with its own set of challenges that are completely different from any others. Educational leaders of the 21st century will need to exhibit a capacity for creativity and proactivity even more so than a top administrator in order to satisfy the educational demands of the day. As a consequence of this fact, educational institutions are now looking for qualified individuals to fill leadership and management roles. Those in positions of authority within educational institutions have a responsibility to see to it that students in need of educational opportunities receive effective teaching. In order to achieve this objective, leaders have been asked to rethink their approaches to leadership and to draw a separate line between the implementation of management skills and the execution of leadership responsibilities.

This article's objective is to investigate the many management strategies and leadership styles that are necessary for an educational leader or manager to implement in order to effectively motivate his or her employees towards the accomplishment of the organization's goals. These strategies and styles can be found in a variety of settings, including corporate settings, non-profit settings, and educational settings. This article discusses a variety of subjects, including the differences between leadership and management, the development of various theories of leadership, and the implementation of such concepts within educational institutions. Instead, it is vital that these strategies be executed in accordance with the requirements and conditions of each unique organisation. There is no one way of management or leadership that is acceptable for every organisation.

## **LEADERSHIP AND MANAGEMENT**

### **A. Difference between Leadership and Management**

Leadership and management are two terms that are commonly used interchangeably with one another in common parlance. There may be a distinction between the concepts of leadership and management that can be helped along by the characteristics of the working environment. It is vital, in order to boost the effectiveness of an organisation, to draw a clear difference between these two various sorts of things that may be found in the world.

One definition of leadership is the capacity to persuade other people to carry out one's instructions, as well as to excite, inspire, and motivate others toward the organization's vision and mission.

The capacity to persuade people to follow instructions, motivate, inspire, and inspire the vision and goal of the organisation is an essential component of leadership. According to this interpretation of the term "leadership," an individual must possess the capacity to influence the thoughts, beliefs, or actions of other people in order to establish themselves in a position of leadership. This may be achieved through a wide number of diverse strategies, all of which are related with various forms of leadership.

Therefore, in order to be a leader, one has to be able to alter the attitudes, views, or behaviours of others. Leadership is the capacity to exert influence and convince others; therefore, leadership is the ability to exert influence and persuade others. On the other hand, management is the process of carrying out duties inside an organisation such as planning, organising, directing, and managing with the purpose of attaining certain goals and objectives that are set out by that organisation. At its most fundamental level, it comprises organising and directing a group of persons to carry out a specified set of obligations in accordance with a predetermined agenda. When it comes to management, it is nearly often the case that tactics are given precedence over strategies. When you are leading, your attention is on things like vision, strategic matters, transformation, outcomes, followers, and getting things done in the right way, whereas when you are managing, your attention is on implementation, operational issues, transaction, systems, and getting things done in the right way. According to this point of view, it is the responsibility of a manager to make certain that the organisation continues to function in the same manner that it has in the past, whereas the primary emphasis of a leader is to devise methods that will enable collective efforts to be directed toward specific objectives.

### **B. Leadership Style**

Studying leadership is a challenging endeavour since it is such a wide subject, both in terms of the ways in which one might gain leadership and the actual responsibilities that it implies.

It's probable that what we mean when we talk about leadership is the practise of a leader seeing their objectives, gaining the staff's buy-in on the vision, and encouraging people to support and implement their ideas through the followers. One trait that separates a leader from a manager is that a leader can always exert influence on others, even if the leader does not hold a position of management inside the organisation. This is one of the defining characteristics of a leader. On the other hand, some people naturally possess the qualities that are required to be a manager as well as a leader.

Since the middle of the 20th century, several hypotheses regarding leadership have been the subject of inquiry, and many different views have been put up. On the basis of the theoretical and research foundation of the historically derived model of leadership types, the leadership theories that are mentioned in Table 1 are those that are most commonly referenced in a variety of published pieces of literature. This is because Table 1 is based on the theoretical and research foundation of the historically derived model of leadership types.

The single most important challenge that is connected to leadership is the propensity that exists within the field of leadership research to discredit previously held beliefs in favour of introducing a fresh way of thinking. This is considered to be the single most important challenge. In a similar vein, educational literatures have been bursting with many different models and theories of leadership. The bulk of these models and theories are destined to become obsolete due to the fact that they are unable to present more in-depth points of view. In addition, the maturation of new ways of thinking about leadership has resulted in the differentiation between "traditional" and "developing" viewpoints on the function of leadership.

It is a kind of leadership in which the leader exchanges positive reinforcement for great working performance from followers. This sort of leadership is called transactional leadership. Leaders and followers engage in a back-and-forth exchange of demands and services in the name of resolving competing goals under the transactional leadership model. On the other hand, transformational leadership is demonstrated when leaders place a focus on recognising the potential of individuals and meeting their higher needs in a way that takes into account a humanistic perspective of the person in question. This type of leadership can only be described as being relational rather than transactional. The notion of transformative leadership lays a large focus on the charisma, intellectual prowess, and thoughtfulness exhibited by those in positions of authority.

## **MANAGEMENT APPROACHES AND LEADERSHIP STYLES FOR EDUCATIONAL LEADER**

One definition of leadership explains it as an influencing process that results in the attainment of set goals. Despite the fact that management and leadership share many similarities,

leadership is defined in this way because it is distinct from management. This sets it apart from management, which is the act of ensuring that the operations of an organisation are carried out in a manner that is both effective and efficient, while simultaneously carrying out the policies of the company. Either the organisation will want to focus on task and relationship orientation, or they will want to concentrate on the changes that are occurring within the organisation. Because there is a requirement for adaptability in the leadership style, the leader has to make use of a style of leadership that is suitable with the workers. Because the activities of individuals may have an influence on one another, one of the core tenets of leadership is that an effective leader can encourage followers to work toward the achievement of organisational objectives. Leadership has, throughout history, been regarded almost exclusively as an inborn quality that can only be found in a single person. The pattern of behaviour that a manager, such as a principal, uses in order to plan, organise, motivate, and supervise the actions of people who are under their supervision is referred to as the management style. In the meanwhile, this term refers to management styles.

The findings of the study suggest that a charismatic and transformational style of leadership may be more effective in the field of education, particularly when combined with a transactional style of leadership. This is particularly the case when the charismatic and transformational style of leadership is combined. On the other hand, there is a growing sentiment in today's educational institutions that leadership cannot be reduced to simple formulae or prescriptions. This is due to the fact that being a leader requires more than only adhering to the rules. Even though the competencies and confidences that need to be situated not only from one staff member to another but also to each task that is assigned to a staff member need to be situated differently, the leaders are required to select the style that is most suitable to their individual personalities, experiences, and circumstances. This is the case despite the fact that the leaders must choose the style that is most suitable to their individual personalities, experiences, and circumstances.

The models of management styles that have been established work under the idea that managers' principal priorities are how to form relationships with their subordinates and how to produce results (in a task-oriented manner) (people-oriented). Due to the fact that there is no such thing as an inappropriate management plan, there is also no such thing as a poor management approach. It should be determined based on the activity, the people who are participating, and the situations that need to be managed. One of the most important aspects of management strategy is the ability to make effective use of relevant information and strategies while interacting with people. It involves the acceptability of people's behaviours inside and toward an organisation, as well as the capability of employees at diverse levels of an organisation to grasp the requirements and obstacles that are being experienced by others. This is a key component of organisational culture.

The significance of using participative management, which may make it easier for employees working in a company to divide up duties and come up with innovative answers to issues that arise inside a company, as well as allow more area for such divisions to exist. When one is in charge of an organisation, it is essential to have "situational sensitivity" as well as "style flexibility." This may be put into action through the processes of delegation and empowerment, both of which can be utilised. The implementation of participatory management has been identified as an essential component of the initiative to improve the overall quality of the education that is provided to pupils. They argue that participatory management is one of the most important keys to improving the performance of organisations, and they use this argument to support their position. Furthermore, they claim that participatory management is one of the most significant keys to improving the performance of organisations.

### **MOTIVATING STAFF TO ACHIEVE ORGANISATIONAL GOAL**

A manager or other leader has earned the right to be called successful when they are able to successfully influence their staff to fulfil the goals of the organisation. The action that needs to be made in order to keep employees motivated and to assist employees in attaining their personal and professional goals since a significant portion of their motivation comes from the desire to achieve the organization's goal is the activity that needs to be taken. Leadership and motivation are two very closely related concepts that are inextricably linked to one another. The ability to communicate with followers and encourage them to accomplish objectives and realise the organization's mission and vision is one of the characteristics that define effective leadership. Effective leadership is characterised by a number of characteristics, one of which is the ability of a leader to communicate with followers. It becomes a self-perpetuating cycle of motivation in which the more driven the supporters are, the more effective the leader is, and the more driven the followers are, the more effective the leader is. The issue of motivation is an exceptionally significant one due to the fact that leadership abilities should necessarily involve the capacity to inspire staff members. The efforts, devotion, engagement, practise, and persistence that employees of an organisation put out in the fulfilment of their primary roles or obligations have a direct and proportional impact on the organization's overall level of success. Therefore, leadership begins with the process of recruiting and onboarding new workers, continues during the time those people are employed by the organisation, and continues after those employees have left their role. The leaders and managers who participate in this cycle, which highlights the significance of leadership to an organisation, are the ones who are accountable for instilling a sense of purpose and drive in newly hired employees.



## **CONCLUSION**

There is no one best way to lead, and no single style of leadership can ensure that its followers will achieve their goals. Transformation is an essential component of leadership, and it also incorporates considerations of diversity, inclusion, and equity. Leadership is situational and contextual. The roles of an innovator, mentor, facilitator, motivator, enthusiastic, and communicator are all associated with leadership, but the functions of a manager in an organisation are associated with the planning, policy implementation, and controller responsibilities. Leadership is critically important to the accomplishments of an organisation as well as its strategic planning. Leadership is more concerned with the person and the transformation of the group than management is. Management lays a greater focus on the method and how it should be executed. Making a decision on which approach to management or leadership should be utilised for a certain circumstance is not an easy undertaking.

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