



शोध भूमि

शिक्षा एवं शिक्षण शास्त्र विषय की पूर्व समीक्षित शोध पत्रिका

Leadership Skills and Governance Practices as Determinants of Administrative Efficacy Among Heads of Higher Education Institutions

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Abstract

This study examines the crucial variables that affect higher education leaders' administrative efficacy, focusing on governance procedures and leadership abilities. Steering educational institutions toward their goals, promoting academic achievement, and guaranteeing financial sustainability depend heavily on effective leadership and governance. The research's ramifications are extensive due to its mixed-methods approach, which includes quantitative surveys and qualitative interviews. First, it will provide factual proof of the value of funding leadership development initiatives specifically designed for leaders of secondary educational institutions. Furthermore, it will offer insights to institutional stakeholders and policymakers to enhance governance practices and structures to achieve the most significant administrative efficacy. In the long run, higher education institutions may successfully navigate challenging situations, adjust to shifting surroundings, and fulfil their goals of providing high-quality instruction and supporting academic excellence by strengthening their governance processes and leadership abilities. Practical leadership abilities are essential for any administrative endeavour to succeed in educational environments. Famous people exhibit the capacity to motivate, create, and deftly negotiate the complicated issues of managing higher education. Effective leadership is characterized by visionary decision-making, skilful communication, and adeptness in promoting collaborative work. Furthermore, maintaining administrative efficacy depends on driving organizational change and adjusting to changing educational environments.

Executive leadership functions within the institutional framework established through governance procedures. Effective governance is based on transparent decision-making procedures, participation of stakeholders, and institutional responsibility. The efficiency and efficacy of administrative operations are greatly enhanced by governance practices that include communication channels, incorporating various stakeholders in decision-making, and the observance of integrity and transparency standards.

Keywords: leadership, multifaceted, challenges, management, collaboration

Introduction

Higher education is considered by many to serve an essential function in the development of society. Higher education is founded on knowledge produced through research, transmitted through instruction, and acquired and used by students. The basic concept of every higher education establishment, including universities outside national borders, should always be excellence. Higher education has become increasingly important with the development of knowledge-based economies and globalization; in particular, the quality of education is vital for the success of an entire nation. Most agendas emphasise quality, and the most crucial opposition facing each higher education institution is to improve quality. Global trends in higher education, including the adoption of new public management ideals that place a strong emphasis on the accountability and efficiency domains, the Internet's rapid development, the increasing internationalization of higher education, new types of connections and interactions with the state, and the adoption of market mechanisms and competition, all contributed to the need for quality. Higher education institutions' primary duty is to guarantee quality, which is why supporting the appointment of more capable and innovative university administrators is essential. It's also necessary to have university leaders who can make their proposals a reality.

Higher education is an effective tool in the twenty-first century to establish a knowledge-based society. Not just information, but also making use of it. In almost every field of human creative and intellectual endeavour, including the arts, humanities, natural and social sciences, engineering, medicine, dentistry, education, law, commerce and management, music and performing arts, national and foreign languages, culture, and communications, India has an advanced higher education system. The quality of programs, public evaluation, and international rankings of higher education institutions are concerns for society as higher education systems expand and diversify. The existing system is the product of a complicated interaction between state and national goals, plans, and implementation, as well as objectives for social and economic advancement on both an individual and a group level, as well as concerns about equity and access. This is when leadership and governance become crucial. Because multiple variables contributed to the system's survival, it needs to be understood to understand the quality of the Indian higher education system properly.

The most suitable approach for making decisions is represented by governance. It concerns "right" decision-making and the procedures for formulating and carrying out choices compatible with requirements. It was defined as "the formal and informal

arrangements that permit higher education institutions to make decisions and to establish, implement, and continuously monitor the proper implementation of policies" by the Task Force on Higher Education and Society in 2000. While the contracts are formal and straightforward, their unofficial equivalents refer to unspoken guidelines governing how individuals interact with others at higher education institutions.

Organizations are governed by the policies and practices that set them up, manage, and provide direction. Organizations need a robust governance framework to function efficiently and fulfil their obligations regarding openness and responsibility to the people they serve. A university's governance structure is the set of policies and procedures management uses to guarantee responsibility, equity, and openness in the Institution's interactions with its constituents, including regulatory bodies, academic staff, and students.

Putting individuals into manageable groups and guiding them in a particular direction to maximize resources for the benefit of all is what leadership entails. Because it enables members of the institutions to take an active part in the day-to-day affairs of their organizations, it is an essential feature of any governance structure, including that of higher education institutions. The organisational framework lays out the respective duties and rights of the different actors within the Institution, while the governance structure monitors the policies, objectives, and processes. It gives an institution's institutional structures of power and types of organisations legitimacy. As a result, the Institution's governance, structure, and policy on stakeholder participation in governance must consider the leaders of diverse associations and communities.

A self-efficacious head must be conscious of their actions and sustain tenacity despite any ambiguity that may develop in this time of pressure on school administrators. This does not imply that an institutional head's success percentage will be determined solely by persistence. Higher education institutions will nevertheless gain from incorporating self-efficacy ideas into governance procedures. High self-efficacy administrators have a belief in their capacity to inspire others to take on more responsibility in the decision-making processes of their schools and to encourage good change. Administrators who require greater degrees of self-efficacy may use methods of transactional leadership more frequently. The whole school community needs more motivation and achievement as a result. Principals with higher levels of self-efficacy will likely face more significant issues with greater assurance. Pierce and Stapleton believe this is a prerequisite for the 21st-century principle. School administrators can address "the big challenges ahead of us" by cultivating self-efficacy. India has successfully built the world's most extensive higher education system. Numerous establishments are acknowledged for having attributes on par with the finest globally. India saw tremendous educational advancements, particularly in higher education, between the pre- and post-independence periods. An organization's top managers must follow the needs and expectations of the contemporary educational setting. Compared to the lower level, they should be multi-functional to meet the reasonable governance criteria because the functions they are intended to be efficient in are specific. The heads and senior officers are responsible for formulating the Institution's short- and long-term visions and making strategic decisions on the Institution's future growth.

Leadership and Decision-Making Ability

It is argued that management and leadership involve making decisions; a foreman or leader does not operate solely via others; instead, they make decisions that affect a range of employees and prepare them for their jobs (Pijanowski 2009: 6). Some contend that the process of leadership ensures that each individual (leader) and group of people (followers) cooperate to achieve the goals in a specific environment. Leadership is a process that piques others' interests, releases their energies, and guides them in the desired direction.

Something other than accuracy and knowing precisely what needs to be differentiated between the pertinent terminologies will define leadership, for example, Commander Practical leadership and leadership, as well as LEADER LEADING. The term "leadership" refers to the recognition of a person by a group of people, a long-time practitioner, or a short-term influence, authority, or power in a particular position. Leading process: a person's efforts or awareness of how many others he inspired to work remarkably hard to reach the purpose. Leadership is the process of using an individual or group's power and authority to forward the defined objectives of the social system.

Decision-making

It has been accepted that selecting a specific alternative from a range of other options is a management decision-making process, and recent developments in management science support this idea. The decision-making process known as Activity intellectual mind objective uses a series of processes to identify the most effective remedy to the issue. From the several options at his disposal to accomplish or resolve a particular problem, he picked the view or stance of the decision or order. It involves taking or making important decisions. The mental process of reaching for the preference, the choice or order, or the idea of substitution between facing up to the intended aim can appear complex or straightforward.

NEP for Effective Governance and Leadership in HEIS

The NEP-2020 grants institutions access to suitable systems, such as autonomy and graded accreditation, within 15 years. Higher education institutions in India strive to be independent, self-governing organizations that respect originality and uniqueness. Thus, these steps have been taken.

After obtaining appropriately rated credentials, the organization is prepared to establish the Board of Governors (Bog). It comprises highly skilled, dedicated, and qualified individuals who have proven their abilities and are steadfastly dedicated to the Institution.

The BoG will be able to choose all positions, including the institutional head, and make all governance-related decisions while maintaining complete control over the Institution, free from external interference.

A broad legislation will be enacted to replace the inconsistent provisions of previous laws, and it should outline the BoG's duties and obligations as well as its constitution, procedures for operation, appointment, rules, and regulations.

The board's appointed expert committee will choose the new members, and the BoG will make all selections. Nonetheless, equality should be addressed while selecting prospective members. To become independent and have such an authorized Bog by 2035, it is anticipated that all HEIS will get assistance, promotions, and mentoring along this process.

The transparency of all pertinent records will make the BoG accountable and liable to the stakeholders.

BoG is responsible for adhering to all regulations set forth by HECI via the National Higher Education Regulatory Council (NHERC).

Academic Leadership

A ladder towards managerial roles will be used to identify and train faculty members who have demonstrated leadership and management abilities and outstanding academic and service credentials. To ensure the seamless operation of institutions, leadership positions won't stay vacant, but there will typically be some overlap during times of transition.

The Institution's leaders must establish an excellence-focused culture to recognize faculty members and HEI leaders for their outstanding and motivating research, instructional innovations, institutional service, and community engagement.

To promote institutional development, the leader oversees teaching and non-teaching activities at the school. They carry out their responsibilities by exhibiting the proper leadership to influence an environment favourable to instruction, learning, and the professional growth of educators and learners. Put another way, strong and effective leadership is required to manage schools efficiently and offer high-quality services to create an effective school with outstanding academic achievement. This indicates that for any organization to succeed, it needs a strong leader. Leaders facilitate prompt action inside the organization. They provide guidance, develop an appealing mission, and develop fresh approaches to achieving the aims and objectives of the Institution. The primary purpose of leadership is to unite people to create lively, collaborative teams.

Rationale Of the Study

India's higher education system has always been in the limelight as one of the main factors promoting upward mobility. Unquestionably, a respectable profession is paved with a vital education. Our system has expanded significantly, especially in the years preceding independence, to rank among the biggest in the world. In all facets of a person's life, higher education is their source and nourishment. It provides the desperately needed human resources for design, teaching, administration, planning, and research. It refers to the country's diverse development and prosperity. In the modern period, this research is crucial since the success of a system is greatly influenced by the leaders of the institutions. The investigator has read up on governance procedures, administrative effectiveness, and leadership abilities. The literature study showed that managerial competence, work values, professional ethics, accountability, self-efficacy, and job performance were the elements that these studies focused on. However, it is

discovered that researchers still need to undertake studies demonstrating the influence of governance practices and leadership abilities on administrative efficacy with specific reference to heads of higher education institutions. The researcher was motivated to start this kind of examination to close this gap by this observation. Given the current situation, the study is essential. The primary objective of this investigation is to examine how governance processes and leadership abilities affect higher education managers' ability to run their organizations effectively.

Brief Review of Related Literature

Younis Ahmad Sheikh (2017), the author of "Higher Education in India: Challenges and Opportunities", examines the significance of the Indian higher education system in the twenty-first century. The development of India's higher education system and opportunities, problems, and solutions are also covered. In the sixty years after India gained independence, its higher education system has grown quickly, yet not everyone can access it equitably. India undoubtedly has several obstacles in the field of higher education, but overcoming these obstacles and advancing the field of higher education are crucial. India is a nation with enormous human resources potential. Joseph Eberhard discusses administrative effectiveness and its significance in an organization in his paper "School Administration Self-Efficacy: Change-Agents in an Environment of Turbulence". This paper also examines the connection between organizational effectiveness and leadership abilities. This article also covers the leadership abilities a school principal requires to create a positive atmosphere. Therefore, an educational leader with high self-efficacy is constantly changing and adapting to best fulfil the needs of the current "social variables."

Pricellas, V. S., Niez, R. A., Nierra, R. N., & U, A. P. (2016) The purpose of the research paper "Effectiveness of School Administrators' Leadership Skills and Behaviors and their School Performance in Area III Leyte Division, Philippines aimed to determine the connection between the efficiency and management abilities of school administrators and their actions. The school administrators greatly influenced all facets of leadership, including curriculum development, national direction, teamwork, judgment, sensitivity, results orientation, oral and written communication, developing others, and identifying strengths and weaknesses. Additionally, it was discovered that the school administrators demonstrated highly effective leadership behaviour in every area, including communication, curriculum coordination, student progress monitoring, teacher incentives, professional development advancement, prominence, and the preservation of instructional time.

Implications Of the Proposed Study

- Effective administration and leadership are necessary for any higher education institution to run smoothly. The Institution can become a centre of excellence and prominence if its executives lead it toward excellence and implement new governance processes effectively. Any institution's future depends on the chief executive officer's ability to lead and implement sound governance procedures.

- It will assist in figuring out how much governance procedures and leadership abilities affect the institution chiefs' ability to run their offices effectively.
- The study makes clear the leadership and function of heads of departments in Indian higher education institutions. Their ability to navigate the organizational and cultural environments in which they work would be aided by skills and governance procedures. The study's identification of managerial leadership abilities and administrative efficacy competencies in heads can be operationalized in ways that will help higher education authorities choose and promote higher education sector candidates. This is another significant implication of the findings. Additionally, by organizing orientation workshops, the study will assist higher education administrators and policymakers in highlighting the need to assist heads in becoming familiar with the skills and competencies necessary for their administrative performance. Our higher education institutions could become centres of excellence by emphasizing empowerment programs that aim to re-engineer governance systems and enhance professional efficacy.

Conclusion

Conclusively, the investigation into the relationship between leadership abilities, governance practices and administrative efficacy among heads of higher education institutions highlights the crucial role these practices play in determining the success and effectiveness of these establishments. A leader must possess many different abilities, such as strategic planning, inspiring and motivating individuals, visionary thinking, and effective communication. These attributes are critical for leading an organization through the intricacies of the contemporary higher education environment, where quick changes, fresh innovations, and changing student demands necessitate adaptable and visionary leadership. Furthermore, the framework that leaders work within is primarily established by governance processes. Establishing confidence among stakeholders and ensuring that the Institution's resources are distributed wisely and aligned with its goal requires clear governance structures, open decision-making processes, and accountability mechanisms. The study's conclusions demonstrate how governance procedures and leadership abilities are related and affect administrative efficacy. Prominent figures acknowledge the significance of collaborative decision-making, diversity, and involvement among interested parties in propelling institutional prosperity. They use their leadership abilities to forge solid teams, foster an environment that values innovation and constant growth, and adjust to changing circumstances.

Moreover, governance procedures offer the necessary safeguards to guarantee that actions made by the leadership are morally righteous, supporting the Institution's goals, and in line with its core principles. Sturdy governance structures foster transparency, accountability, and democratic decision-making, all of which enhance the efficacy and credibility of institutional leadership. Acknowledging that higher education is an ever-changing setting that offers leaders and governing bodies new possibilities and challenges is critical. Maintaining recent trends, best practices, and legal requirements requires constant learning, adaptation, and innovation. In the future, it will be necessary

for governing bodies, institutional leaders, and lawmakers to work together to promote a culture of quality and accountability in higher education. This could mean investing in programs for developing leaders, strengthening governance frameworks, and promoting a culture of data-driven decision-making and continuous quality enhancement.

To conclude, the administrative efficacy of higher education institutions' presidents is primarily determined by their capacity for leadership and governance procedures. Institutions may successfully negotiate the challenges of the higher education landscape and fulfil their mission of promoting knowledge, fostering innovation, and educating future generations of leaders by developing strong leadership and governance.

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