

EXPLORING ON ADMINISTRATIVE AND LEADERSHIP BEHAVIOUR OF 21st CENTURY EDUCATIONAL MANAGEMENT

M. Kolanchiyappan

Research Scholar, School of Education, Pondicherry University

M. Balamurugan

Professor, School of Education, Pondicherry University

Abstract

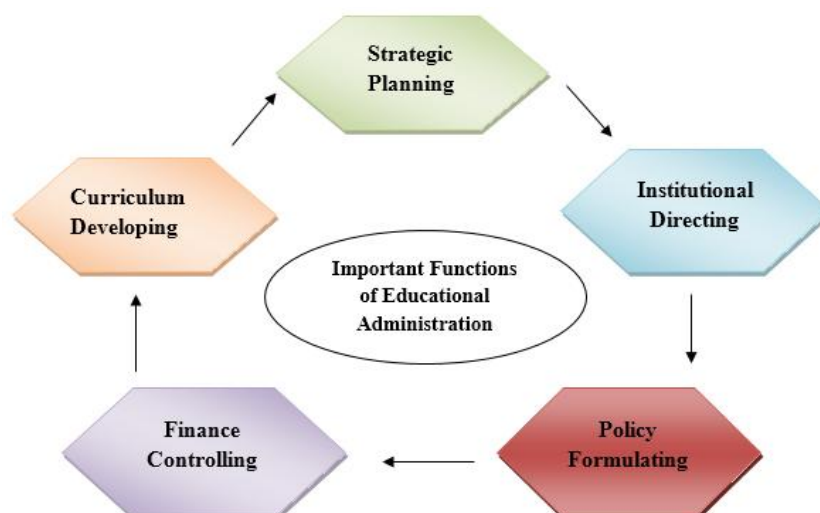
The birthplace of learning is the womb of curiosity. Also, the purpose of education is for the learner to acquire knowledge about the world, to make the world aware of the learner's potential, and to liberate the learner from his needs. The 21st-century learners belong to the touch-screen generation. Therefore, their learning should be deep, progressive, knowledge-stimulating, and skill-building. Everyone has a unique talent. That ability can be discovered through effort, practice, and experience. This study explores administrative and leadership behavior for 21st-century educational management. We can identify the ways of administrative reforms and leadership behaviors for creating the world's best educational institutions through conducting continuous research in Educational Management. The conclusion of this study is the administrative behavior of strategic planning, policy formulation, team construction, and effective decisions are well-effective in the leadership behavior of transformational, adaptive, distributed, and democratic leadership.

State of Knowledge

Policy, Planning, Team, and Decision are essential for a good Leader in 21st Century. Moreover, the education leaders are the pillars of a country. Through them, a society achieves growth, progress, security, and self-sufficiency. Also, this study is focused on the Strategic Thinking, Systematic Approaches, Administrative Problems, and Leadership Styles in Educational Management.

Administrative Behaviour: Administration is essential in any organization, serving as the backbone that coordinates people, resources, and processes to achieve specific objectives efficiently and effectively. Every organization in modern society comprises multiple groups of people working together in a complex process to achieve its objectives. A good leader is the individual who opens the door to success for their followers, but a good administrator should be task and person oriented.

Importance of Administration: 1. Administration helps define goals, develop policies, and establish procedures to ensure the smooth operation of organizations, whether in education, business, or other fields. 2. It involves forming plans, setting objectives, maintaining control of operations, and ensuring that all departments and individuals are aligned with the organization's mission. 3. Good administration underpins management, providing the foundation for effective leadership, accountability, and ultimately organizational success.



Educational administration involves planning, supervising, evaluating, organizing, communicating, financing, directing, decision making, motivating, and coordinating the efforts of people to achieve academic goals. Additionally, Educational administration is the process concerned with using methods, policies, strategic plans, and procedures necessary to achieve the objectives of education. Administration is an ultimate part of any organization and the effective administrative behavior is a fundamental step towards achieving the goals of any organization. Effective administrative behavior is thus a fundamental step towards fulfilling the aims of any organization.



Leadership Behaviour: Leadership is widely accepted as the backbone of an organization's success. Leadership is' (Burns, 1978). "The quality and ability that makes a person in the position of being a leader" (Oxford Dictionary, Cambridge Dictionary). A leader must know what their objectives are, what they want to achieve, and how they will put effort into achieving the desired goals with and through other people. A good, respectable leader has never been hated or resented. Human nature recognizes good intention. A transparent leader shares the purpose and guides everyone. Some cases, the goals cannot be achieved; the leader does not lose his/her team. The visions and missions are clear when working with them. Students gain a deeper understanding, and staff members take on more

responsibility, performing well. The style and behaviour of leadership are used synonymously. The primary goal of both leadership style and behavior is the action of the leader. In this regard, style and behaviour are considered as actions that a leader performs. Therefore, behaviour and style have no difference, and the two words will have the same meaning when used together or separately. Additionally, this study focuses on the dimensions of Leadership Behaviour in Transformational, Distributed, Adaptive and Democratic Leadership.

Proposed Research Methodology

This research is a text study with a critical analysis method. The study of the text was carried out to look at the articles, regulations, book guides, and materials related to the concept of administrative and leadership behavior for 21st-century educational management. Also, it is a theoretical and philosophical analysis. It helps policymakers to identify key issues and develop strategies to address them. In this, much importance has been given to the search for administrative and leadership behavior. It also discusses the present-day difficulties faced by administrative and leadership behavior for 21st-century educational management.

Expected Research Contribution

The management of education is equivalent to the management of a country. Both of these activities are carried out with the priority of social progress. The 21st century is the era of the touch screen generation. Children born in an era when the world's information is stored at their fingertips are more intelligent and dare to develop their creativity and imagination with the help of technology. The education of such students should be a research-based educational system. Also, the education should be a developing the skill of leadership and self-confidence from the learners. So, the goal of educational management in the 21st century is to create educational institutions with learning resources that foster self-directed learning and self - thinking. Moreover, the primary role in educational management for the 21st century is administrative and leadership behaviour. A good leader works for the good of all. The trends of today's world are determined by the leaders who lead us. Such leadership is crucial for the every department's overall progress.

According to this study, considers four characteristics of administrative behaviour that are essential for a leader to lead an educational institution. They are: 1. Policy Formulation, 2. Strategic Planning, 3. Team Construction, and 4. Effective Decisions. It is mandatory for every educationist who wants to build the world's best educational institutions for the 21st century. Moreover, the success of a leader can be determined by the leadership behaviour that he follows. Although there are many different leadership behaviors today, but the four leadership behaviors are most effective in the current cenorio. 1. Transformational leadership, 2. Adaptive leadership, 3. Distributive leadership, and 4. Democratic leadership. These four types of Leadership behaviours excel at maximizing benefits for people, sharing power, adapting to environmental challenges, and identifying and inspiring change. Additionally, the 21st-century education leaders when execute these four administrative and leadership behaviors. They can create the best independent educational institutions with stimulating self-directed learning and self -thinking.

Conclusion

The conclusion of the study is the 21st century education management is aimed at creating independent educational institutions with holistic learning resources that stimulate learners' self-directed Learning and self - Thinking. Leading people is a responsibility. In that, skill, behavior, and the desired goal are paramount. Every academic leader dealing with 21st century educational management must develop the four special skills of policy formulation, strategic planning, team construction and effective decisions for administrative behaviour and lead the educational institutions through the four leadership behaviours of transformational leadership, adaptive leadership, distributed leadership and democratic leadership. It is through the expression of such integrated behavior that it is possible for every education leaders to achieve the greatest educational goals of his institution.

References

1. Saeid Farahbakhsh (2006), Leadership in Educational Administration: Concepts, Theories and Perspectives, Academic Leadership: The Online Journal, Volume 4, Issue 1.
2. Lewis, P & Murphy, R, (2008), New directions in school leadership. In School Leadership and Management, 28(2), 127–46.
3. Bolden R, Petrov G and Gosling J (2009) Distributed leadership in higher education: Rhetoric and reality. Educational Management Administration & Leadership 37(2): 257–277.
4. Hajisoteriou, C., & Angelides, P. (2014). Facing the ‘challenge’: School leadership in intercultural schools. Educational Management Administration & Leadership, (42), 65-82.
5. Hallinger, P., & Chen, J. (2015). Review of Research on Educational Leadership and Management in Asia: A Comparative Analysis of Research Topics and Methods, 1995– 2012. Educational Management Administration & Leadership, 43 (1), 5–27.
6. Donnie Adams (2017), Educational Leadership for the 21st Century, International Online Journal of Educational Leadership, Vol. 1, No. 1, 1-4.
7. Gjerde, S. and Ladegård, G. (2019), “Leader role crafting and the functions of leader role identities”, Journal of Leadership and Organizational Studies, Vol. 26 No. 1, pp. 44-59.
8. Knies E, Leisink P, Schoot R. (2020) People management: developing and testing a measurement scale. Int J Hum Resour Manag. 2020; 31(6): 705–37.
9. Pallavi D. Khedkar (2021), Academic Leadership: Prospects and Challenges in India, IJARIIIE-ISSN (O) - 2395-4396, Vol-7 Issue-1.
10. Sarkhan Jafarov (2022), Education Policy and Leadership, International Journal of Innovation and Economic Development, ISSN 1849-7020 (Print), Vol-7, Issue- 6.