ABSTRACT

The application of leadership category of total quality management in educational institutions is widely recognised as having crucial importance for their performance. The purpose of this work is to develop empirical evidence on the relationship between leadership quality practices and measures of performance in educational institutions. The study employs data collection through pretested structured interview with faculty members and students of autonomous polytechnic colleges in Tamilnadu.

Confirmatory factor analysis is an examination, to find whether the coefficient of hypothesised model of leadership quality practices is a good fit to the observed data. Some common goodness of fit indices, chi-square, GFI, CFI, RMR and RMSEA are used to assess the model. Exploratory factor analysis is used to explore the factors affecting the selection of autonomous polytechnic colleges by the students. Eight independent factors are extracted, which account for a total of 66.92 per cent of variations on the sixteen variables.

Discriminant analysis indicates that the relative influence practices are identified as values, faculty members’ learning, innovation, interest of faculty member, quality and educational service by considering discriminant groups as lecturer, head of the department and principal. Discriminant analysis also explains that the relative influence results are identified as
satisfaction, of students and faculty members and service to the students by considering discriminant groups as branches of study.

Correlation analysis between characteristics of faculty members and leadership quality practices describes the strong positive significant correlation among the dimensions of leadership quality practices. This analysis also indicates positive relationship between educational qualification of faculty members and organisational governance and organisational performance review dimensions. Further the correlation analysis also focuses on strong positive significant correlation between dimensions of leadership quality practices and dimensions of performance results.

The interrelationship between leadership quality practices and performance results was analysed by employing path analysis. It is a multiple regression technique and used to test and explain causal theories. All the path coefficients are judged to be significantly different from zero. Therefore the hypothesised model shows the relationship between the dependent variable of performance with the independent variables of LD, OG, OPR and SRE.

The findings of the research work illustrate that adoption of the leadership quality practices suggested in the model allows the educational institutions to outperform their competitors in the performance result criteria included in the model. Therefore this work provides a valuable benchmarking data for educational institutions to the attainment of competitive advantage.