INTRODUCTION

Managerial skills is treated by some people as an art and for some others it is a science. The problem of management has become increasingly acute in the last few decades. In the case of an educational institution, the first thing comes to the mind is the name and fame of the institution. If we go deep into the factors of reputation of an institution, we finally reach the basement, the skills of the principal who manages the institution.

An enlightened managerial skills of the principals of colleges of education give emphasis upon the all sound development of students, modification of the acquired skills, moral and physical development of individual. Thus an eminent principal of colleges of education is concerned with the management of things as well as with human relationships.

SIGNIFICANCE OF THE STUDY

The name and fame of an institution rest on the custody of good principal or head of the institution. In some institution there is rively between students group, in some institution, they give only importance to academic affairs. In some other places the attendance in regular class is not a must. In some institution there is no cooperation between teachers. All these are faced by the head of the institution. Some institutions are good some institutions are better and some are not better. There are the views of common people. Hence the betterment of the institutions and its affairs are under the responsibility of a great personnel and skills one possesses.

Hence the researcher reviewed a large number of Indian and Foreign studies but it seems no one studied in our area about the managerial skills of the principals of colleges of education.

So here the researcher made an attempt to extract the managerial skills of the principals of colleges of education as perceived by teacher educators, the researcher feels the study is relevant and significant.
STATEMENT OF THE PROBLEM

“MANAGERIAL SKILLS OF THE PRINCIPALS OF COLLEGES OF EDUCATION AS PERCEIVED BY TEACHER EDUCATORS IN KERALA STATE”.

DEFINITION OF THE KEY TERMS

MANAGERIAL SKILLS

Here the researcher means the total ability to lead an institution to achieve the good name and goals.

PRINCIPALS OF COLLEGES OF EDUCATION

Here the researcher means the head of colleges of education.

PERCEPTION

Here the researcher means what the lecturers in colleges of education feel and see the performance of the principals of colleges of education.

TEACHER EDUCATORS

Here the researcher means lecturers working in colleges of education.

COLLEGES OF EDUCATION

Colleges preparing students for the B.Ed degree.

OBJECTIVES

1. To find out the level of the Managerial skills and its dimensions of principals of colleges of education as perceived by teacher educators in Colleges of Education in Kerala State such as (a) Coercive Autocracy, (b) Benevolent Autocracy, (c) Manipulative Autocracy, (d) consultative Autocracy and (e) Laizzez-Faire Approach with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.
2. To find out the level of the Interpersonal relations of principals of colleges of education as perceived by teacher educators in Colleges of Education in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

3. To find out the level of the Reinforcement of interest and motives of principals of colleges of education as perceived by teacher educators in Colleges of Education in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

4. To find out the level of Organizational climate prevailing in colleges of education as perceived by teacher educators in Colleges of Education in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

5. To find out the level of Organizational control maintained by principals of colleges of education as perceived by teacher educators in Colleges of Education in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

6. To find out the level of Personal influences of principals of colleges of education as perceived by teacher educators in Colleges of Education in Kerala State with reference to background variables such as (a) sex, (b)
locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

7. To find out the significant difference in Managerial skills and its dimensions of principals of colleges of education as perceived by teacher educators in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

8. To find out the significant difference in Reinforcement of interest and motives of principals of colleges of education as perceived by teacher educators in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

9. To find out the significant difference in Organizational climate prevailing in colleges of education as perceived by teacher educators in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

10. To find out the significant difference in Organizational control maintained by the principals of colleges of education as perceived by teacher educators in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

11. To find out the significant difference in Personal influence of principals of colleges of education as perceived by teacher educators in Kerala State with reference to background variables such as (a) sex, (b) locality, (c) nature of
inclusion, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

12. To find out the significant correlation between Managerial skills and its dimensions of principals of colleges of education and other related factors such as (a) Interpersonal relations, (b) Reinforcement of interest and motives, (c) Organizational climate, (d) Organizational control maintained and (e) Personal consequences of principals of colleges of education as perceived by teacher educators of colleges of education in Kerala state.

13. To find out the significant correlation between Managerial skills and its dimensions of principals of colleges of education and other related factors such as (a) Interpersonal relations, (b) Reinforcement of interest and motives, (c) Organizational climate, (d) Organizational control maintained and (e) Personal influences with reference to background variables such as a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

HYPOTHESES

SECTION-I

1. There is no significant difference in Managerial skills and its dimensions (Total) of the Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

2. There is no significant difference in Managerial skills – **Coercive autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b)
locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

3. There is no significant difference in Managerial skills – **Benevolent autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

4. There is no significant difference in Managerial skills – **Manipulative autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

5. There is no significant difference in Managerial skills – **Consultative Leadership** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

6. There is no significant difference in Managerial skills – **Laizzez Fair approach** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e)
qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

7. There is no significant difference in Interpersonal relations of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

8. There is no significant difference in Reinforcement of Interest and Motives of the Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

9. There is no significant difference in Organizational climate prevailing of the Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

10. There is no significant difference in Organizational control maintained by the Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of institution, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

11. There is no significant difference in Personal influences of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to a) sex, (b) locality, (c) nature of
institutions, (d) subject handling, (e) qualification, (f) age, (g) salary, (h) publication and (i) extra curricular activities.

12. There is no significant difference in Managerial skills and its dimensions (Total) of the Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

13. There is no significant difference in Managerial skills – **Coercive autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

14. There is no significant difference in Managerial skills – **Benevolent autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

15. There is no significant difference in Managerial skills – **Manipulative autocracy** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

16. There is no significant difference in Managerial skills – **Consultative leadership** (dimension) of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

17. There is no significant difference in Managerial skills – **Laisssez Fair approach** (dimension) of Principals of colleges of education as perceived by teacher
educators in colleges of education in Kerala state with reference to (a) Religion, (b) Community, (c) Experience and (d) Course attended.

18. There is no significant correlation between Managerial skills and its dimensions of the Principals of colleges of education and other related factors such as (a) Interpersonal relations, (b) Reinforcement of Interest and Motives, (c) Organizational climate, (d) Organizational control and (e) Personal influences as perceived by teacher educators in colleges of education in Kerala state.

19. There is no significant correlation between Managerial skills – Coercive autocracy and Interpersonal relations of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

20. There is no significant correlation between Managerial skills – Coercive autocracy and Reinforcement of Interest and Motives of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

21. There is no significant correlation between Managerial skills – Coercive autocracy and Organizational climate of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

22. There is no significant correlation between Managerial skills – Coercive autocracy and Organizational control of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

23. There is no significant correlation between Managerial skills – Coercive autocracy and Personal influences of Principals of colleges of education as
perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

24. There is no significant correlation between Managerial skills – **Benevolent autocracy** and Interpersonal relations of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

25. There is no significant correlation between Managerial skills – **Benevolent autocracy** and Reinforcement of Interest and Motives of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

26. There is no significant correlation between Managerial skills – **Benevolent autocracy** and Organizational climate of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

27. There is no significant correlation between Managerial skills – **Benevolent autocracy** and Organizational control of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

28. There is no significant correlation between Managerial skills – **Benevolent autocracy** and Personal influences of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

29. There is no significant correlation between Managerial skills – **Manipulative autocracy** and Interpersonal relations of Principals of colleges of education as
perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

30. There is no significant correlation between Managerial skills – **Manipulative autocracy** and Reinforcement of Interest and Motives of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

31. There is no significant correlation between Managerial skills – **Manipulative autocracy** and Organizational climate of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

32. There is no significant correlation between Managerial skills – **Manipulative autocracy** and Organizational control of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

33. There is no significant correlation between Managerial skills – **Manipulative autocracy** and Personal influences of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

34. There is no significant correlation between Managerial skills – **Consultative leadership** and Interpersonal relations of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

35. There is no significant correlation between Managerial skills – **Consultative leadership** and Reinforcement of Interest and Motives of Principals of colleges
of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

36. There is no significant correlation between Managerial skills – **Consultative leadership** and Organizational climate of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

37. There is no significant correlation between Managerial skills – **Consultative leadership** and Organizational control of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

38. There is no significant correlation between Managerial skills – **Consultative leadership** and Personal influences of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

39. There is no significant correlation between Managerial skills – **Laizzez faire approach** and Interpersonal relations of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

40. There is no significant correlation between Managerial skills – **Laizzez faire approach** and Reinforcement of Interest and Motives of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

41. There is no significant correlation between Managerial skills – **Laizzez faire approach** and Organizational climate of Principals of colleges of education as
perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

42. There is no significant correlation between Managerial skills – Laizzez faire approach and Organizational control of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

43. There is no significant correlation between Managerial skills – Laizzez faire approach and Personal influences of Principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to background variables.

POPULATION AND SAMPLE

Population includes the principals of colleges of education and teacher educators in the colleges of education in Kerala state.

Here the investigator planned to collect samples through stratified random sampling technique.

The sample of the study includes all the teacher educators working in the colleges of education in Kerala state.

METHODOLOGY

Survey method is adopted to collect the relevant data.

TOOLS USED

1. Managerial Skills Inventory- Validated by the investigator.
2. Interpersonal relationship- Validated by the investigator.
3. Organizational factors- from psychological tools.

STATISTICS USED

(a) Percentage analysis
(b) Standard deviation
Findings from percentage analysis

1. Percentage analysis of Managerial skills reveals that teacher educators in colleges of education in Kerala state perceived Coercive autocracy as 16% low and 14% high.
2. Teacher educators in colleges of education in Kerala state perceived Benevolent autocracy as 23% low and 20% high.
3. Teacher educators in colleges of education in Kerala state perceived Manipulative autocracy as 20% low and 16% high.
4. Teacher educators in colleges of education in Kerala state perceived Consultative Leadership as 13% low and 15% high.
5. Teacher educators in colleges of education in Kerala state perceived Laizzez faire approach as 21% low and 23% high.
6. Teacher educators in colleges of education in Kerala state perceived as 23% low and 19% high level in Interpersonal relationship of principals of colleges of education.
7. The level of perception of teacher educators in Kerala state is not varying in Reinforcement of interest and motives of principals of colleges of education (low value and high value are equal, 14%).
8. The level of perception of teacher educators in Kerala state is 24% low and 22% high in Organizational climate of principals of colleges of education.
9. The level of perception of teacher educators in Kerala state is 21% low and 22% high in Organizational control of principals of colleges of education.
10. The level of perception of teacher educators in Kerala state is 24% low and 25% high in Personal influence of principals of colleges of education.
11. The level of perception of teacher educators in Kerala state is 16% high for Male teachers and 13% high for Female teachers; and in low count both Male and Female are equal (Nearly equal to 16%) in the Managerial skills – Coercive autocracy of principals of colleges of education.

12. The level of perception of teacher educators in Kerala state is 18% high for Rural college teachers and 11% high for Urban college teachers in the Managerial skills – Coercive autocracy of principals of colleges of education.

13. The level of perception of teacher educators in Kerala state is 20% high for Govt college teachers and 10% high for Aided college teachers in the Managerial skills – Coercive autocracy of principals of colleges of education.

14. The level of perception of teacher educators in Kerala state is 04% high for Optional subject teachers and 18% high for general subject teachers in the Managerial skills – Coercive autocracy of principals of colleges of education.

15. The level of perception of teacher educators in Kerala state is 14% high for teacher educators of required qualification and 15% high for teacher educators of above required qualification in the Managerial skills – Coercive autocracy of principals of colleges of education.

16. The level of perception of teacher educators in Kerala state is 13% high for teacher educators of age below 45 years and 16% high for teacher educators of above age above 45 years in the Managerial skills – Coercive autocracy of principals of colleges of education.

17. The level of perception of teacher educators in Kerala state is 15% high for teacher educators draw salary below 20,000 and 7% high for teacher educators who draw above 20,000 in the Managerial skills – Coercive autocracy of principals of colleges of education.

18. The level of perception of teacher educators in Kerala state is 15% high for teacher educators who published their work and 14% high for teacher educators those who not having publications in the Managerial skills – Coercive autocracy of principals of colleges of education.
19. The level of perception of teacher educators in Kerala state is 22% high for teacher educators having extra activities and 13% high for teacher educators not having extra activities in the Managerial skills – Coercive autocracy of principals of colleges of education.

20. The level of perception of teacher educators in Kerala state is 19% high for Male teachers and 21% high for Female teachers; and in low count for Male is 18% and for Female 27% in the Managerial skills – Benevolent autocracy of principals of colleges of education.

21. The level of perception of teacher educators in Kerala state is 18% high for Rural college teachers and 21% high for Urban college teachers in the Managerial skills – Benevolent autocracy of principals of colleges of education.

22. The level of perception of teacher educators in Kerala state is 22% high for Govt college teachers and 19% high for Aided college teachers in the Managerial skills – Benevolent autocracy of principals of colleges of education.

23. The level of perception of teacher educators in Kerala state is 23% high for Optional subject teachers and 19% high for general subject teachers in the Managerial skills – Benevolent autocracy of principals of colleges of education.

24. The level of perception of teacher educators in Kerala state is 22% high for teacher educators of required qualification and 17% high for teacher educators of above required qualification in the Managerial skills – Benevolent autocracy of principals of colleges of education.

25. The level of perception of teacher educators in Kerala state is 18% high for teacher educators of age below 45 years and 22% high for teacher educators of above age above 45 years in the Managerial skills – Benevolent autocracy of principals of colleges of education.

26. The level of perception of teacher educators in Kerala state is 19% high for teacher educators draw salary below 20,000 and 29% high for teacher educators who draw above 20,000 in the Managerial skills – Benevolent autocracy of principals of colleges of education.

27. The level of perception of teacher educators in Kerala state is 30% high for teacher educators who published their work and 14% high for teacher
educators those who not having publications in the Managerial skills – Benevolent autocracy of principals of colleges of education.

28. The level of perception of teacher educators in Kerala state is 28% high for teacher educators having extra activities and 18% high for teacher educators not having extra activities in the Managerial skills – Benevolent autocracy of principals of colleges of education.

29. The level of perception of teacher educators in Kerala state is 20% high for Male teachers and 13% high for Female teachers; and in low count for Male is 16% and for Female 23% in the Managerial skills – Manipulative autocracy of principals of colleges of education.

30. The level of perception of teacher educators in Kerala state is 14% high for Rural college teachers and 18% high for Urban college teachers in the Managerial skills – Manipulative autocracy of principals of colleges of education.

31. The level of perception of teacher educators in Kerala state is 20% high for Govt college teachers and 14% high for Aided college teachers in the Managerial skills – Manipulative autocracy of principals of colleges of education.

32. The level of perception of teacher educators in Kerala state is 15% high for Optional subject teachers and 16% high for general subject teachers in the Managerial skills – Manipulative autocracy of principals of colleges of education.

33. The level of perception of teacher educators in Kerala state is 17% high for teacher educators of required qualification and 15% high for teacher educators of above required qualification in the Managerial skills – Manipulative autocracy of principals of colleges of education.

34. The level of perception of teacher educators in Kerala state is 18% high for teacher educators of age below 45 years and 13% high for teacher educators of above age above 45 years in the Managerial skills – Manipulative autocracy of principals of colleges of education.

35. The level of perception of teacher educators in Kerala state is 19% high for teacher educators draw salary below 20,000 and 0% high for teacher educators who draw above 20,000 in the Managerial skills – Manipulative autocracy of principals of colleges of education.
36. The level of perception of teacher educators in Kerala state is 13% high for teacher educators who published their work and 18% high for teacher educators those who not having publications in the Managerial skills – Manipulative autocracy of principals of colleges of education.

37. The level of perception of teacher educators in Kerala state is 06% high for teacher educators having extra activities and 18% high for teacher educators not having extra activities in the Managerial skills – Manipulative autocracy of principals of colleges of education.

38. The level of perception of teacher educators in Kerala state is 20% high for Male teachers and 11% high for Female teachers; and in low count for Male is 08% and for Female 18% in the Managerial skills – Consultative leadership of principals of colleges of education.

39. The level of perception of teacher educators in Kerala state is 12% high for Rural college teachers and 18% high for Urban college teachers in the Managerial skills – Consultative leadership of principals of colleges of education.

40. The level of perception of teacher educators in Kerala state is 24% high for Govt college teachers and 08% high for Aided college teachers in the Managerial skills – Consultative leadership of principals of colleges of education.

41. The level of perception of teacher educators in Kerala state is 12% high for Optional subject teachers and 16% high for general subject teachers in the Managerial skills – Consultative leadership of principals of colleges of education.

42. The level of perception of teacher educators in Kerala state is 20% high for teacher educators of required qualification and 09% high for teacher educators of above required qualification in the Managerial skills – Consultative leadership of principals of colleges of education.

43. The level of perception of teacher educators in Kerala state is 18% high for teacher educators of age below 45 years and 11% high for teacher educators of above age above 45 years in the Managerial skills – Consultative leadership of principals of colleges of education.

44. The level of perception of teacher educators in Kerala state is 18% high for teacher educators draw salary below 20,000 and 0% high for teacher
educators who draw above 20,000 in the Managerial skills – Consultative leadership of principals of colleges of education.

45. The level of perception of teacher educators in Kerala state is 13% high for teacher educators who published their work and 17% high for teacher educators those who not having publications in the Managerial skills – Consultative leadership of principals of colleges of education.

46. The level of perception of teacher educators in Kerala state is 17% high for teacher educators having extra activities and 15% high for teacher educators not having extra activities in the Managerial skills – Manipulative autocracy of principals of colleges of education.

47. The level of perception of teacher educators in Kerala state is 22% high for Male teachers and 23% high for Female teachers; and in low count for Male is 20% and for Female 21% in the Managerial skills – Laizzez faire approach of principals of colleges of education.

48. The level of perception of teacher educators in Kerala state is 20% high for Rural college teachers and 25% high for Urban college teachers in the Managerial skills – Laizzez faire approach of principals of colleges of education.

49. The level of perception of teacher educators in Kerala state is 22% high for Govt college teachers and 24% high for Aided college teachers in the Managerial skills – Laizzez faire approach of principals of colleges of education.

50. The level of perception of teacher educators in Kerala state is 23% high for Optional subject teachers and 23% high for general subject teachers in the Managerial skills – Laizzez faire approach of principals of colleges of education.

51. The level of perception of teacher educators in Kerala state is 22% high for teacher educators of required qualification and 24% high for teacher educators of above required qualification in the Managerial skills – Laizzez faire approach of principals of colleges of education.

52. The level of perception of teacher educators in Kerala state is 17% high for teacher educators of age below 45 years and 31% high for teacher educators of above age above 45 years in the Managerial skills – Laizzez faire approach of principals of colleges of education.
53. The level of perception of teacher educators in Kerala state is 23% high for teacher educators draw salary below 20,000 and 21% high for teacher educators who draw above 20,000 in the Managerial skills – Laizzez faire approach of principals of colleges of education.

54. The level of perception of teacher educators in Kerala state is 28% high for teacher educators who published their work and 20% high for teacher educators those who not having publications in the Managerial skills – Laizzez faire approach of principals of colleges of education.

55. The level of perception of teacher educators in Kerala state is 28% high for teacher educators having extra activities and 22% high for teacher educators not having extra activities in the Managerial skills – Laizzez faire approach of principals of colleges of education.

56. The level of perception of teacher educators in Kerala state is 26% high for Male teachers and 12% high for Female teachers ; and in low count for Male is 19% and for Female 27% in Interpersonal relationship of principals of colleges of education .

57. The level of perception of teacher educators in Kerala state is 14% high for Rural college teachers and 23% high for Urban college teachers in Interpersonal relationship of principals of colleges of education .

58. The level of perception of teacher educators in Kerala state is 15% high for Govt college teachers and 22% high for Aided college teachers in Interpersonal relationship of principals of colleges of education .

59. The level of perception of teacher educators in Kerala state is 19% high for Optional subject teachers and 19% high for general subject teachers in Interpersonal relationship of principals of colleges of education .

60. The level of perception of teacher educators in Kerala state is 22% high for teacher educators of required qualification and 15% high for teacher educators of above required qualification in Interpersonal relationship of principals of colleges of education.

61. The level of perception of teacher educators in Kerala state is 15% high for teacher educators of age below 45 years and 24% high for teacher educators of above age above 45 years in Interpersonal relationship of principals of colleges of education.
62. The level of perception of teacher educators in Kerala state is 19% high for teacher educators draw salary below 20,000 and 21% high for teacher educators who draw above 20,000 in Interpersonal relationship of principals of colleges of education.

63. The level of perception of teacher educators in Kerala state is 20% high for teacher educators who published their work and 18% high for teacher educators those who not having publications in Interpersonal relationship of principals of colleges of education.

64. The level of perception of teacher educators in Kerala state is 06% high for teacher educators having extra activities and 22% high for teacher educators not having extra activities in Interpersonal relationship of principals of colleges of education.

65. The level of perception of teacher educators in Kerala state is 14% high for Male teachers and 14% high for Female teachers; and in low count for Male is 16% and for Female 12% in Reinforcement of interest and motives of principals of colleges of education.

66. The level of perception of teacher educators in Kerala state is 16% high for Rural college teachers and 13% high for Urban college teachers in Reinforcement of interest and motives of principals of colleges of education.

67. The level of perception of teacher educators in Kerala state is 15% high for Govt college teachers and 14% high for Aided college teachers in Reinforcement of interest and motives of principals of colleges of education.

68. The level of perception of teacher educators in Kerala state is 23% high for Optional subject teachers and 11% high for general subject teachers in Reinforcement of interest and motives of principals of colleges of education.

69. The level of perception of teacher educators in Kerala state is 08% high for teacher educators of required qualification and 21% high for teacher educators of above required qualification in Reinforcement of interest and motives of principals of colleges of education.

70. The level of perception of teacher educators in Kerala state is 15% high for teacher educators of age below 45 years and 13% high for teacher educators...
educators of above age above 45 years in Reinforcement of interest and motives of principals of colleges of education.

71. The level of perception of teacher educators in Kerala state is 10% high for teacher educators draw salary below 20,000 and 43% high for teacher educators who draw above 20,000 in Reinforcement of interest and motives of principals of colleges of education.

72. The level of perception of teacher educators in Kerala state is 20% high for teacher educators who published their work and 11% high for teacher educators those who not having publications in Reinforcement of interest and motives of principals of colleges of education.

73. The level of perception of teacher educators in Kerala state is 17% high for teacher educators having extra activities and 14% high for teacher educators not having extra activities in Reinforcement of interest and motives of principals of colleges of education.

74. The level of perception of teacher educators in Kerala state is 29% high for Male teachers and 16% high for Female teachers ; and in low count for Male is 18% and for Female 29% in Organizational climate prevailing in the colleges of education .

75. The level of perception of teacher educators in Kerala state is 12% high for Rural college teachers and 30% high for Urban college teachers in Organizational climate prevailing in the colleges of education .

76. The level of perception of teacher educators in Kerala state is 24% high for Govt college teachers and 20% high for Aided college teachers in Organizational climate prevailing in the colleges of education .

77. The level of perception of teacher educators in Kerala state is 08% high for Optional subject teachers and 27% high for general subject teachers in Organizational climate prevailing in the colleges of education .

78. The level of perception of teacher educators in Kerala state is 22% high for teacher educators of required qualification and 21% high for teacher educators of above required qualification in Organizational climate prevailing in the colleges of education.

79. The level of perception of teacher educators in Kerala state is 18% high for teacher educators of age below 45 years and 27% high for teacher
educators of above age above 45 years in Organizational climate prevailing in the colleges of education.

80. The level of perception of teacher educators in Kerala state is 20% high for teacher educators draw salary below 20,000 and 36% high for teacher educators who draw above 20,000 in Organizational climate prevailing in the colleges of education.

81. The level of perception of teacher educators in Kerala state is 25% high for teacher educators who published their work and 20% high for teacher educators those who not having publications in Organizational climate prevailing in the colleges of education.

82. The level of perception of teacher educators in Kerala state is 28% high for teacher educators having extra activities and 21% high for teacher educators not having extra activities in Organizational climate prevailing in the colleges of education.

83. The level of perception of teacher educators in Kerala state is 24% high for Male teachers and 19% high for Female teachers; and in low count for Male is 24% and for Female 18% in Organizational control maintained by the principals of colleges of education.

84. The level of perception of teacher educators in Kerala state is 22% high for Rural college teachers and 21% high for Urban college teachers in Organizational control maintained by the principals of colleges of education.

85. The level of perception of teacher educators in Kerala state is 28% high for Govt college teachers and 17% high for Aided college teachers in Organizational control maintained by the principals of colleges of education.

86. The level of perception of teacher educators in Kerala state is 19% high for Optional subject teachers and 23% high for general subject teachers in Organizational control maintained by the principals of colleges of education.

87. The level of perception of teacher educators in Kerala state is 20% high for teacher educators of required qualification and 24% high for teacher educators of above required qualification in Organizational control maintained by the principals of colleges of education.
88. The level of perception of teacher educators in Kerala state is 18% high for teacher educators of age below 45 years and 27% high for teacher educators of above age above 45 years in Organizational control maintained by the principals of colleges of education.

89. The level of perception of teacher educators in Kerala state is 22% high for teacher educators draw salary below 20,000 and 21% high for teacher educators who draw above 20,000 in Organizational control maintained by the principals of colleges of education.

90. The level of perception of teacher educators in Kerala state is 28% high for teacher educators who published their work and 18% high for teacher educators those who not having publications in Organizational control maintained by the principals of colleges of education.

91. The level of perception of teacher educators in Kerala state is 28% high for teacher educators having extra activities and 21% high for teacher educators not having extra activities in Organizational control maintained by the principals of colleges of education.

92. The level of perception of teacher educators in Kerala state is 24% high for Male teachers and 25% high for Female teachers; and in low count for Male is 18% and for Female 29% in Personal influences of principals of colleges of education.

93. The level of perception of teacher educators in Kerala state is 20% high for Rural college teachers and 29% high for Urban college teachers in Personal influences of principals of colleges of education.

94. The level of perception of teacher educators in Kerala state is 24% high for Govt college teachers and 25% high for Aided college teachers in Personal influences of principals of colleges of education.

95. The level of perception of teacher educators in Kerala state is 19% high for Optional subject teachers and 26% high for general subject teachers in Personal influences of principals of colleges of education.

96. The level of perception of teacher educators in Kerala state is 24% high for teacher educators of required qualification and 26% high for teacher educators of above required qualification in Personal influences of principals of colleges of education.
The level of perception of teacher educators in Kerala state is 32% high for teacher educators of age below 45 years and 16% high for teacher educators of above age above 45 years in Personal influences of principals of colleges of education.

The level of perception of teacher educators in Kerala state is 24% high for teacher educators draw salary below 20,000 and 29% high for teacher educators who draw above 20,000 in Personal influences of principals of colleges of education.

The level of perception of teacher educators in Kerala state is 28% high for teacher educators who published their work and 23% high for teacher educators those who not having publications in Personal influences of principals of colleges of education.

The level of perception of teacher educators in Kerala state is 33% high for teacher educators having extra activities and 23% high for teacher educators not having extra activities in Personal influences of principals of colleges of education.

**Findings from t-test**

101. There is significant difference in Managerial skills and its dimensions of principals of colleges of education as perceived by Male and Female teacher educators in colleges of education in Kerala state.

102. There is no significant difference in Managerial skills and its dimensions of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

103. There is significant difference in Managerial skills – Coercive autocracy (dimension) of principals of colleges of education as perceived by Rural college teachers and Urban college teachers in colleges of education in Kerala state.

104. There is no significant difference in Managerial skills – Coercive autocracy (dimension) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.
105. There is no significant difference in Managerial skills – Manipulative autocracy (dimension) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

106. There is significant difference in Managerial skills – Consultative leadership (dimension) of principals of colleges of education as perceived by teacher educators of required qualifications and teacher educators of above required qualification in colleges of education in Kerala state.

107. There is no significant difference in Managerial skills – Consultative leadership (dimension) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, age, salary, publications and extra curricular activities.

108. There is no significant difference in Managerial skills – Laizzez faire approach (dimension) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

109. There is no significant difference in Managerial Interpersonal relations of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

110. There is significant difference in Reinforcement of interest and motives of principals of colleges of education as perceived by teacher educators in who draw salary below 20,000 and above 20,000 in colleges of education in Kerala state.

111. There is no significant difference in Reinforcement of interest and motives of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, publications and extra curricular activities.
112. There is significant difference in Organizational climate prevailing of the principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with sex and subject handling.

113. There is no significant difference in Organizational climate prevailing of the principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to locality, nature of institution, qualification, age, publications and extra curricular activities.

114. There is no significant difference in Organizational control maintained by the principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

115. There is no significant difference in Personal influences of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to sex, locality, nature of institution, subject handling, qualification, age, salary, publications and extra curricular activities.

116. There is significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by Hindu and Muslim teacher educators and Christian and Muslim teacher educators in colleges of education in Kerala state.

117. There is no significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to Religion.

118. There is significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by FC and SC teacher educators, OBC and SC teacher educators, SC and ST teacher educators in Total dimensions, OBC and ST teacher educators in colleges of education in Kerala state.

119. There is no significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by FC and OBC teacher educators, FC and ST teacher educators in dimension Total...
and FC and OBC teacher educators, FC and SC teacher educators, FC and ST teacher educators, OBC and SC teacher educators and SC and ST teacher educators in Coercive autocracy in colleges of education in Kerala state with reference to Community

120. There is no significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by teacher educators in dimension Coercive autocracy Benevolent autocracy, Manipulative autocracy, consultative leadership and Laizzez faire approach in colleges of education in Kerala state with reference to Community.

121. There is no significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to Experience.

122. There is no significant difference in Managerial skills and its dimensions (Total) of principals of colleges of education as perceived by teacher educators in colleges of education in Kerala state with reference to Courses attended.

**Findings from F-test**

123. There is significant difference between Managerial skills and its dimensions of principals of colleges of education and other related factors such as Interpersonal relations, Reinforcement of interest and motives, Organizational climate, organizational control and Personal influences as perceived by teacher educators in colleges of education in Kerala state.

**Findings from correlation analysis**

124. There is significant correlation between Managerial skills – Coercive autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Female), Community (SC, ST), Nature of institution (Govt) and Salary (below 20,000).

125. There is no significant correlation between Managerial skills – Coercive autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Male), Religion, Community (FC, OBC), Locality, Nature of the institution (Aided), Subject handling,
Qualifications, Age, Experience, Salary (above 20,000) and Courses attended.

126. There is significant correlation between Managerial skills – Coercive autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Religion (Muslim), Community (FC, SC and ST), Experience (between 5 -10 years), Salary (below 20,000) and Courses attended.

127. There is no significant correlation between Managerial skills – Coercive autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Sex, Religion (Hindu and Christian), Community (OBC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (below 5 years), Salary (above 20,000) and Courses attended (Refresher, Orientation).

128. There is significant correlation between Managerial skills – Coercive autocracy and Organizational climate of principals of colleges of education as perceived by Religion (Muslim), Community (FC, SC, ST), Experience (below 5 years, above 10 years), Salary (above 20,000) and Courses attended (both).

129. There is no significant correlation between Managerial skills – Coercive autocracy and Organizational climate of principals of colleges of education as perceived by Sex, Religion (Hindu, Christian), Community (OBC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years), Salary (below 20,000) and Courses attended (Orientation, Refresher).

130. There is significant correlation between Managerial skills – Coercive autocracy and Organizational control of principals of colleges of education as perceived by Religion (Hindu), Community (SC, ST) and Experience (below 5 years, above 10 years).

131. There is no significant correlation between Managerial skills – Coercive autocracy and Organizational control of principals of colleges of education as perceived by Sex, Religion (Muslim, Christian), Community (FC, OBC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years), Salary and Courses attended.
132. There is significant correlation between Managerial skills – Coercive autocracy and Personal influences of principals of colleges of education as perceived by Religion (Hindu, Muslim), Community (FC, ST), Locality (Urban), Nature of institution (Aided), Subject handling (optional), Qualification (Above required), Age (Above 45 years), Experience (below 5 years, above 10 years), Salary and Courses attended (Orientation, Refresher).

133. There is no significant correlation between Managerial skills – Coercive autocracy and Personal influences of principals of colleges of education as perceived by Sex, Religion (Christian), Community (OBC, SC), Locality (Rural), Nature of the institution (Govt), Subject handling (General), Qualifications (Required), Age (Below 45 years), Experience (between 5-10 years) and Courses attended (both).

134. There is significant correlation between Managerial skills – Benevolent autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Female), Religion (Hindu, Muslim), Community (FC, ST), Qualification (Required), Age (below 45 years), Experience (between 5-10 years), Salary (Below 20,000) and Courses attended (Refresher and both).

135. There is no significant correlation between Managerial skills – Benevolent autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Male), Religion (Christian), Community (SC, OBC), Locality, Nature of the institution, Subject handling, Qualifications (Above required), Age (Above 45 years), Experience (Below 5 years), Salary (above 20,000) and Courses attended (Orientation).

136. There is significant correlation between Managerial skills – Benevolent autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Religion (Muslim), Community (SC and ST), Qualification (Required).

137. There is no significant correlation between Managerial skills – Benevolent autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Sex, Religion (Hindu and Christian), Community (FC, OBC), Locality, Nature of the
institution, Subject handling, Qualifications (Above required), Age, Experience, Salary and Courses attended.

138. There is significant correlation between Managerial skills – Benevolent autocracy and Organizational climate of principals of colleges of education as perceived by Sex (Male), Religion (Muslim), Community (ST), Locality (Rural), Qualification (required), Experience (below 5 years, above 10 years), Salary (above 20,000) and Courses attended (Refresher, both).

139. There is no significant correlation between Managerial skills – Benevolent autocracy and Organizational climate of principals of colleges of education as perceived by Sex (Female), Religion (Hindu, Christian), Community (FC, OBC, SC), Locality (Urban), Nature of the institution, Subject handling, Qualifications (Above required), Age, Experience (between 5-10 years), Salary (below 20,000) and Courses attended (Orientation).

140. There is significant correlation between Managerial skills – Benevolent autocracy and Organizational control of principals of colleges of education as perceived by Sex (Female), Religion (Hindu, Muslim), Community (FC, SC, ST), Locality, Nature of institution, Subject handling (General), Qualification (Required), Age (Below 45 years), Experience (above 10 years), Salary (Below 20,000) and Courses attended (Orientation).

141. There is no significant correlation between Managerial skills – Benevolent autocracy and Organizational control of principals of colleges of education as perceived by Sex (Male), Religion (Christian), Community (OBC), Subject handling (Optional), Qualifications (Above required), Age (Above 45 years), Experience (between 5-10 years), Salary (Above 20,000) and Courses attended (Refresher and both).

142. There is significant correlation between Managerial skills – Benevolent autocracy and Personal influences of principals of colleges of education as perceived by Sex, Religion (Hindu, Muslim), Community (OBC), Locality (Rural), Nature of institution (Aided), Subject handling (General), Qualification (required), Age, Experience, Salary and Courses attended.
There is no significant correlation between Managerial skills – Benevolent autocracy and Personal influences of principals of colleges of education as perceived by Religion (Christian), Community (FC, SC, ST), Locality (Urban), Nature of the institution (Govt), Subject handling (Optional), Qualifications (Above required).

There is significant correlation between Managerial skills – Manipulative autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Male), Community (ST), Locality, Age (Above 45 years) and Experience (between 5-10 years).

There is no significant correlation between Managerial skills – Manipulative autocracy and Interpersonal relations of principals of colleges of education as perceived by Sex (Female), Religion, Community (FC, OBC, SC), Nature of the institution, Subject handling, Qualifications, Age (Below 45 years), Experience (Below 5 years), Salary and Courses attended.

There is significant correlation between Managerial skills – Manipulative autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Religion (Hindu), Community (SC and ST), Locality (Urban), Nature of institution (Govt), Qualification (Above required), Age (Above 45 years) and Experience (Below 5 years).

There is no significant correlation between Managerial skills – Manipulative autocracy and Reinforcement of interest and motives of the principals of colleges of education as perceived by Sex (Male), Religion (Muslim and Christian), Community (FC, OBC), Locality (Rural), Nature of the institution (aided), Subject handling (Optional), Qualifications (Required), Age (Below 45 years), Experience (between 5-10 years, above 10 years), Salary and Courses attended.

There is significant correlation between Managerial skills – Manipulative autocracy and Organizational climate of principals of colleges of education as perceived by Religion (Muslim), Community (ST) and Experience (below 5 years).

There is no significant correlation between Managerial skills – Manipulative autocracy and Organizational climate of principals of
colleges of education as perceived by Sex, Religion (Hindu, Christian), Community (FC, SC, OBC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years, above 10 years), Salary and Courses attended.

150. There is significant correlation between Managerial skills – Manipulative autocracy and Organizational control of principals of colleges of education as perceived by Sex, Religion (Hindu, Christian), Community (OBC, SC, ST) , Locality (Rural), Nature of institution (Govt), Subject handling (General), Qualification, Age (Below 45 years), Experience (below 5 years, between 5-10 years), Salary (below 20,000) and Courses attended.

151. There is no significant correlation between Managerial skills – Manipulative autocracy and Organizational control of principals of colleges of education as perceived by Religion (Muslim), Community (FC), Locality (Urban), Nature of the institution (Aided), Subject handling (Optional) , Age (Above 45 years), Experience (Above 10 years), and Salary (Above 20,000).

152. There is significant correlation between Managerial skills – Manipulative autocracy and Personal influences of principals of colleges of education as perceived by Religion (Muslim), Community (SC, ST), Locality (Rural), Experience (below 5 years), Salary (Above 20,000) and Courses attended (both).

153. There is no significant correlation between Managerial skills – Manipulative autocracy and Personal influences of principals of colleges of education as perceived by Sex, Religion (Hindu, Christian), Community (FC, OBC), Locality (Urban), Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years, Above 10 years), Salary (Below 20,000) and Courses attended (Orientation, Refresher).

154. There is significant correlation between Managerial skills – Consultative Leadership and Interpersonal relations of principals of colleges of education as perceived by Sex (Female), Religion (Hindu, Muslim), Community (FC), Locality (Urban), Nature of institution (Aided) , Age (Above 45 years) and Courses attended (Both).
There is no significant correlation between Managerial skills – Consultative Leadership and Interpersonal relations of principals of colleges of education as perceived by Sex (Male), Religion (Christian), Community (OBC, SC, ST), Locality (Rural), Nature of the institution (Govt), Subject handling (Optional), Qualifications, Age (Below 45 years), Experience, Salary and Courses attended (Orientation, Refresher).

There is significant correlation between Managerial skills – Consultative Leadership and Reinforcement of interest and motives of the principals of colleges of education as perceived by Religion (Christian, Muslim), Community (SC and ST) and Locality (Rural).

There is no significant correlation between Managerial skills – Consultative Leadership and Reinforcement of interest and motives of the principals of colleges of education as perceived by Sex, Religion (Hindu), Community (FC, OBC), Locality (Urban), Nature of the institution, Subject handling, Qualifications, Age, Experience, Salary and Courses attended.

There is significant correlation between Managerial skills – Consultative Leadership and Organizational climate of principals of colleges of education as perceived by Sex (Male), Community (ST) and Experience (below 5 years).

There is no significant correlation between Managerial skills – Consultative Leadership and Organizational climate of principals of colleges of education as perceived by Sex (Female), Religion, Community (FC, OBC, SC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years, above 10 years), Salary (below 20,000) and Courses attended.

There is significant correlation between Managerial skills – Consultative Leadership and Organizational control of principals of colleges of education as perceived by Community (SC, ST), Subject handling (Optional) and Experience (below 5 years).

There is no significant correlation between Managerial skills – Consultative Leadership and Organizational control of principals of colleges of education as perceived by Sex, Religion, Community (FC,
OBC), Locality, Nature of the institution, Subject handling (General), Qualifications, Age, Experience (between 5-10 years, above 10 years), Salary and Courses attended.

162. There is significant correlation between Managerial skills – Consultative Leadership and Personal influences of principals of colleges of education as perceived by Sex (Male), Community (SC, ST), Locality (Rural), Experience (below 5 years), Salary (Above 20,000) and Courses attended (Both).

163. There is no significant correlation between Managerial skills – Consultative Leadership and Personal influences of principals of colleges of education as perceived by Sex (Female), Religion, Community (SC, OBC), Locality (Urban), Nature of the institution, Subject handling, Qualifications, Age, Experience (between 5-10 years, above 10 years), Salary (Below 20,000) and Courses attended (Orientation, Refresher).

164. There is significant correlation between Managerial skills – Laizzez faire approach and Interpersonal relations of principals of colleges of education as perceived by Religion (Muslim), Community (SC, ST), Experience (Between 5-10 years) and Salary (below 20,000).

165. There is no significant correlation between Managerial skills – Laizzez faire approach and Interpersonal relations of principals of colleges of education as perceived by Sex, Religion (Hindu, Christian), Community (FC, OBC), Locality, Nature of the institution, Subject handling, Qualifications, Age, Experience (Below 5 years, Above 10 years), Salary (above 20,000) and Courses attended (Both).

166. There is significant correlation between Managerial skills – Laizzez faire approach and Reinforcement of interest and motives of the principals of colleges of education as perceived by Community (SC and ST), Nature of institution (Govt), Salary (below 20,000) and Courses attended (Both).

167. There is no significant correlation between Managerial skills – Laizzez faire approach and Reinforcement of interest and motives of the principals of colleges of education as perceived by Sex, Religion, Community (FC, OBC), Locality, Nature of the institution (Aided),
Subject handling, Qualifications, Age, Experience, Salary (above 20,000) and Courses attended (Refresher, Orientation).

168. There is significant correlation between Managerial skills – Laizzez faire approach and Organizational climate of principals of colleges of education as perceived by Sex (Male), Community (SC, ST), Age, Experience (below 5 years) and Courses attended (both).

169. There is no significant correlation between Managerial skills – Laizzez faire approach and Organizational climate of principals of colleges of education as perceived by Sex (Female), Religion, Community (FC, OBC), Locality, Nature of the institution, Subject handling, Qualifications, Experience (between 5-10 years, above 10 years), Salary and Courses attended (Orientation, Refresher).

170. There is significant correlation between Managerial skills – Laizzez faire approach and Organizational control of principals of colleges of education as perceived by Community (SC, ST), Locality (Rural), Nature of institution (Govt), Age, Experience (below 5 years, above 10 years), Salary (Above 20,000) and Courses attended (Orientation, Both).

171. There is no significant correlation between Managerial skills – Laizzez faire approach and Organizational control of principals of colleges of education as perceived by Sex, Religion, Community (FC, OBC), Locality (Urban), Nature of the institution (Aided), Subject handling, Qualifications, Experience (between 5-10 years), Salary (Below 20,000) and Courses attended (Refresher).

172. There is significant correlation between Managerial skills – Laizzez faire approach and Personal influences of principals of colleges of education as perceived by Religion (Hindu), Community (FC, SC), Subject handling (optional) and Experience (below 5 years).

173. There is no significant correlation between Managerial skills – Laizzez faire approach and Personal influences of principals of colleges of education as perceived by Sex, Religion (Muslim, Christian), Community (OBC, ST), Locality, Nature of the institution, Subject handling (General), Qualifications, Age, Experience (between 5-10 years, Above 10 years), Salary and Courses attended.
CONCLUSION

The investigator studied the managerial skills of the principals of colleges of education through the perception of teacher educators. The findings throws light into the importance of good skills in managing an institution.

It is sure that this study help us to select the closely liked factor which are essential for a good principal of colleges of education.