

## PRINCIPAL'S INTERPERSONAL SKILLS AND THEIR EFFECTIVENESS AT DIFFERENT LEVELS OF ADMINISTRATION

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### Abstract

*This study analyzed Principal's Interpersonal techniques (Motivation, Communication, and Unity or Team spirit) and its efficiency at diverse amounts of Administration. These competencies are essential being a powerful leader. The main objective of the study was to understand that how these skills in a leader personality help to analyze their effect at the levels of administration. The questionnaire was distributed to hundred and fifty employees of different departments of three Universities of Rawalpindi and Islamabad consisted on Prime degree, Center amount and Reduced amount of administration. The gathered data was analyzed by using SPSS descriptive assessments, ANOVA, frequency distribution as being the most acceptable statistical approaches. It has been concluded that at the major stage of administration, the leader's ability of solidarity will be more satisfying than the other skills.*

**Keywords:** Principal's Interpersonal Skills; Motivation ability, Communication Ability, Team Spirit Ability, Levels of Administration.

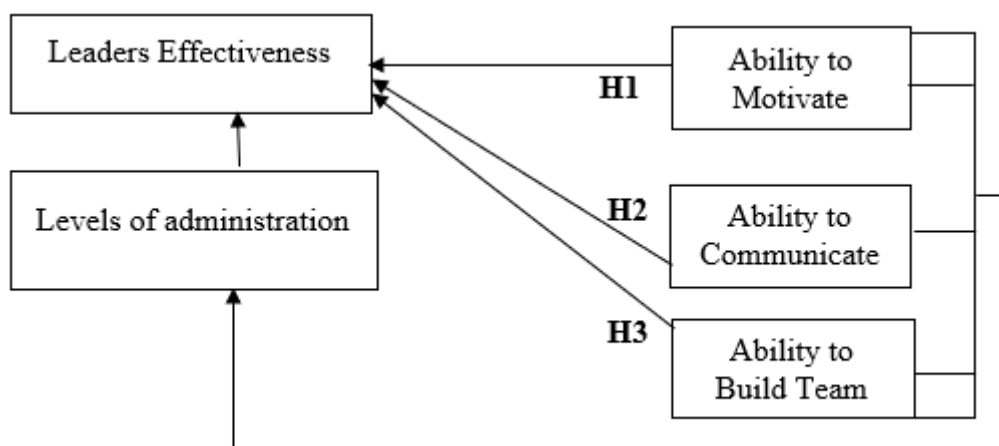
### INTRODUCTION

At unique amounts of administration, Leaders accomplish, being an operative chief at Decreased stage, the leader should have the power to encourage since leaders need to have the flexibility to speak, give suggestions and tips to his workers in troubles, into the larger amount, precise do the job is which completed at this degree of administration. Thus, at reduced volume of administration, the power to the determination is a lot more critical for leaders as assets of conversation skill and group spirit skill (Qureshi, 2009; Simmering et. al., 1989). Leader's capacity to speak is much more important at Center amount of administration than that of very first-degree administration due to the fact of two-way conversation, with lesser stage and with the prime administration; it should do (Simmering, n.d.; Kraut, et al., 1989). In addition, at the center standard of administration, Workforce spirit ability is additionally necessary to receive and perform at lower level of administration driveability that can also be expected since it creates crew which work hard at the decrease amount (Qureshi, 2009). The administration is commonly composed of Executives named as Leading administration, hence the targets on the organization that is based on scheduling and the wide procedures and (Simmering, n.d.). So, it is clear that less expected as compared with center administration are classified as the conversation and inspiration capabilities (Qureshi, 2009; Simmering, n.d.). However, at the level of

Best Administration, the greater source is Workforce Spirit Ability as it controls and motivates the group that is crafted by Best administration.

The objectives of the study were; To take a look at how can the power of a leader Inspire, Converse, and develop Unity, To analyze its significant at distinct amounts of administration, To take a look at which talent of such a few variables tend to be more critical at Top rated, Center, and Decreased amounts of administration.

#### Theoretical Model of the Study



*Theoretical Model of Principal's Interpersonal Skills and their Effectiveness at different Levels of Administration*

#### LITERATURE REVIEW

It is clear that the interpersonal skills of leaders for illustration like leader's Drive mean, Converse, Solidarity capacity and experienced have an affect on the management usefulness and organizational modification positively. The Romantic relationship among the leader's management success and the inspiration potential, communication ability and Solidarity capacity have also been discussing by it. Also, how leaders these skills are significant at unique amounts of administration and also to test the situations of that expertise on different levels of administration, management performance and organizational improvement.

(Coghlan, 2000; Katz and Kahn, 1966; Sullivan, Sullivan, and Buffton, 2002) described that in addition, considering that the most important function of the research should be to see how leader's furthermore, establishes the drive potential, converse skill, and harmony at unique amounts of administration and also to look at the consequences of those capabilities on distinct amounts of administration, management Success and organizational modify. Thus, the connection amid that the means of leader's management efficiency and inspiration, connect skill, and solidarity means are actually designate within the sectors of; relation among leadership effectiveness and ability to communicate, relationship among leadership effectiveness and motivation ability and the relation to leadership effectiveness and team spirit or unity.

To deliver constructive transform within a firm and management performance, it needs flexibility of the good chief and great conversation capacity by self. For being a successful leader, it is important once and for all to inspire other individuals who're trying to get the job done at increased stage (Gilley, McMillan, and Gilley, 2009).

It really is advised by preceding researchers that leaders should have skills of Inspiration, Converse, and Staff spirit (Gilley, McMillan, and Gilley, 2009), for that reason, by preserving positive change within a group and by running and developing crew spirit, a leader is going to be successful. For helpful Management, group creating is significant so, the leaders have to be clear about (a) summary, duties, converse crew targets, and people, and many others (b) management belongings and course, inspire and produce self-esteem (c) to resolve various issues also to supply outcomes, to encourage workforce users (LaFasto and Larson, 2001).

At this first top degree, the opportunities of inspiration and conversation are considerably less demanding mainly because they basically tend not to immediate daily functions, compared to other amounts of administration (Qureshi, 2009; Simmering, n.d.), but without the need of these interpersonal capabilities, a frontrunner cannot be a highly effective leader and guide.

In accordance to Kraut, et al., (1989) the Center degree of Administration, Interaction skill is a lot more crucial considering the fact that it should really do two-way conversation with equality. Some scientific studies (Qureshi, 2009) also implies mainly because it develops the group. So, at the center amount of administration, Solidarity ability is additionally essential. At main stage of administration, the leader have to encourage his subordinates acquiring the job done finished which happens to be principal amount of administration (Qureshi, 2009; Simmering, n.d.; Kraut, et al., 1989). Among management efficiency and first stage of administration, there may be also a link and it can be due to the fact at key stage.

### Hypotheses

1. There is a significant relationship between leaders with higher capability to commitment and center amount of administration at lower stage of administration.
2. There is a significant relationship between leaders with higher capacity of communication at the center stage of administration as compared to prime and lessen stage.
3. At the leading degree of administration, there is a significant relationship between leaders having increased capability to make group in comparison to the center and decreased stage of administration.

### METHODOLOGY

The present exploration review was according to quantitative exploration method. The exploration analyzed that at various amounts of management, for being a good leader which ability is most significant like, Inspiration means, Conversation and Group spirit ability.

### Sample

A sample of one hundred fifty experts was picked by utilizing comparative allocation as well as the very same questionnaire was sent to the all types of team users working at a few Universities of Rawalpindi and Islamabad. Having said that, because of two unfortunate response and many reminders, only 110 questionnaires had been acquired at the deadline.

**Table 1. Age and Gender Fraction**

Age Group	Gender		Total
	Male	Female	
18-24 years	15	2	17
25-30 years	38	2	40
31-42 years	22	6	28
43andabove	20	5	25
Total	95	15	110

The (Table 1) summarizes the sample stats of Age and Gender cross tabulation. Among the full respondents, ninety five have been males (90%) and fifteen females (10%).

### Measuring Instrument

The principal knowledge was gathered by means of a questionnaire. The questionnaire was determined by 5 level Likert-scale (Under no circumstances = one, Occasionally = two, At times = three, Commonly = four, Normally = five), adopted from (Gilley, 2005; Gilley and Gilley, 2008). A tailor-made questionnaire, comprise of forty-five inquiries i.e. fifteen regarding Leader's determination means, fifteen about Leader's Conversation means and fifteen relating to Leader's Power to Cohesion, coupled with, to gather the first facts, couple queries about demographic elements, was developed.

### Fitting Statistical Assessments

By SPSS Statistical Descriptive Assessments, ANOVA, Frequency distribution and Cross desk effects have been attained at diverse ranges of administration to discover that to generally be a highly effective chief which ability is most vital.

## Results

### Demographic Evaluation

Demographic variables this kind of as Age, Gender and function encounter are analyzed and Frequency distribution tables of those things are spelled out as subsequent. These tables confirmed the proportion and frequency of each and every demographic issue.

**Table 2. Frequency Distribution of Age**

Age Group	Frequency	Percent	Valid%	Cumulative %
18-24 years	25	16.7	16.7	16.7
25-30 years	50	44.4	44.4	61.1
31-42 years	23	25.6	25.6	86.7
43 years and above	17	13.3	13.3	100.0
<b>Total</b>	110	100.0	100.0	

**Table 3. Frequency Distribution of Gender**

Gender	Frequency	Percent	Valid%	Cumulative %
Male	95	90.0	90.0	90.0
Female	15	10.0	10.0	100.0
<b>Total</b>	110	100.0	100.0	

**Table 4. Frequency Distribution of Work Experience**

Range of Exp.	Frequency	Percent	Valid%	Cumulative %
10 years and more	16	6.7	6.7	6.7
At Least 6 years	16	17.8	17.8	24.4
At Least 3 Years	45	38.9	38.9	63.3
At Least 1 Years	29	32.2	32.2	95.6
At Least 3 months	7	2.2	2.2	97.8
Less than 1 month	2	2.2	2.2	100.0
<b>Total</b>	110	100.0	100.0	

**Table 2:** Exhibited Frequency Distribution of age, twenty-five employees customers from a hundred and ten ended up in between the ages of 18-24 a long time of age, which represented 16.7% from the whole, fifty personnel users from one hundred ten were being involving the ages of 25-30 which represented 44.4% in the overall, 23 personnel users from a hundred and ten have been in between the ages of 31-42 which represented 25.6% of your overall and seventeen employees customers away from a hundred and ten have been forty-three years of age and over which shown 13.3% in the overall. While, **Table 3:** Confirmed the frequency distribution desk of gender ninety-five from a hundred and ten worker's users were being male which represented 90% in the full and fifteen from a hundred and ten team users had been feminine which represented 10% of your complete. The **Table 4 :** Introduced Frequency Distribution of labor Knowledge, sixteen staff members users away from one hundred ten have been heaving working experience of ten years and even more, which represented 6.7% in the complete, sixteen team customers away from one hundred ten have been heaving expertise of At the least six years which represented 17.8% from the overall, forty-five employees associates from a hundred and ten ended up heaving knowledge of at least three or more years which represented 38.9% of your complete, 29 employees associates away from one hundred ten have been heaving encounter of A minimum of one calendar year which represented 32.2% with the overall, seven team customers outside of one hundred ten have been heaving knowledge of no less than three months which

represented 2.2% of overall and a pair of staff members users from one hundred ten have been heaving practical experience of less than thirty days which represented 2.2%with the full.

### Results of Hypotheses Testing

This area will current the outcomes from the assessments for every from the speculation.

**Table 05: Means of Interpersonal Skills and Levels of Administration**

Levels of Administration	Ability to Motivation	Sig.	Ability to Communicate	Sig.	Ability to Team spirit	Sig.
Top-Level Administration	4.1200		4.4667		4.3578	
Middle-Level Administration	3.7844		4.2111		4.1089	
Low-Level Administration	4.0622		4.2244		4.3222	
Total	3.9889	.013	4.3007	.017	4.2630	.065

### First Hypotheses

**H1.** At the Very low amount of Administration, Leaders with higher Capability to Commitment, in comparison with Leading and Center amount of Administration could be additionally successful. According to the Table 05, the descriptive assessment has been described the diverse amounts of Administration. The ability to motivate at the Leading stage of Administration is 4.12 while at the reduced stage of Administration is 4.062 and at Center stage of Administration is 3.784. The effects of ANOVA said that the Power to Encourage appreciably vary between the amounts of Administration, as 0.013 which is less than 0.05. So, the leader having bigger Power to Encourage will be extra helpful at the Very low stage of Administration as compared with Major and Center amounts of Administration was only partly supported.

### Second Hypothesis

**H2.** At Center degree of Administration, Leaders with higher Capacity to Conversation, compared to Prime and Lesson stage of Administration could be extra efficient.

Table 05, explains the descriptive evaluation of the signify Power to Converse at various amounts of Administration. According to the above table, the ability to communicate at Prime degree of Administration is 4.466, at a Lower stage of Administration is 4.224 and at Center degree of Administration is 4.211. The outcome of ANOVA said that the Capacity of communication drastically vary amid the levels of Administration, simply because 0.017 is under 0.05. Thus, the leader having larger Capability of Interaction could be a lot more successful at Center stage of Administration as compare to the other two amounts of Administration but the results weren't supported.

### Third Hypothesis

**H3.** At leading amount of Administration, Leaders with increased Capability to Construct Group, in comparison with Center and Decrease stage of Administration will be a lot more helpful.

The leader having larger Capability of unity could be additional helpful when compared with Center and Small amounts of Administration. Table 05 is explaining the descriptive examination from the suggest Capacity to Create Workforce at unique amounts of Administration. The Power to Develop Staff at Best amount of Administration is 4.357, at Small degree of Administration, is 4.322 and at Center amount of Administration is 4.108. The final results of ANOVA mentioned that the suggested ability of team spirit didn't noticeably vary amongst the amounts of Administration since 0.065 is larger than 0.05. Thus, the leader having increased Capacity to Establish Group will be far more successful at Best stage of Administration compared to Center and Lower amounts of Administration was partly supported.

## DISCUSSION AND CONCLUSIONS

The exploration established that in the event that the leader at Prime stage of Administration increases his enthusiasm skill than he'll be a lot more helpful chief than that of Very low and Center amounts of

administration; even so the Initially speculation said that at Small stage of Administration, the chief having larger Drive capacity might be a lot more powerful as compared with Leading and Center concentrations of Administration. So, the initial speculation was only partly supported despite the fact that the literature (Qureshi, 2009; Simmering, n.d.; Kraut, et al., 1989) was in favor of 1st speculation. 2nd speculation said that at Center stage of Administration, the chief having increased Interaction potential will be a lot more powerful in comparison with Major and Lower concentrations of Administration nevertheless the outcomes confirmed that if your chief increases his Potential to speak at Major stage of Administration than he'll be a lot more helpful chief than that of Small and Center amounts of Administration. As a result, the 2nd speculation wasn't supported while the literature (Simmering, n.d.; Kraut, et al., 1989) was in favor of 2nd speculation. 3rd speculation mentioned that at the Best stage of Administration the chief having higher Capability to Establish Workforce will be far more powerful in comparison with Center and Reduced ranges of Administration. Effects confirmed that chief having better Capacity to Establish Crew will be a lot more powerful at the Major amount of Administration in comparison with the Center stage of Administration but when compared to the lower amount of Administration it had been not supported, so this means that 3rd speculation was only partly supported.

### Recommendations

- Furthermore, study within the expanse, suggested to perform an in-depth evaluation of much more private and non-private administrations.
- There have been only 3 variables employed in this review, there might be other variables like the Capability to compensate and talent to encompass etc. of a teacher which can be in addition analyzed at diverse amounts of administration.
- The approaches or strategies can be located for a way corporations can greatly enhance these expertise and talents within just their administration groups.

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