

## COMPARING THE IMPACTS OF COLLABORATIVE AND BOSSY MANAGEMENT APPROACHES IN ENHANCING QUALITY HIGHER EDUCATION

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### Abstract

*The study outlines the practicality and effects of collaborative/proximate management style that the amount it is fruitful in the quality higher education when contrasted with bossy approach. It was conducted on one hundred male and female college heads and one hundred teachers simultaneously. The data was assembled through questionnaires administered on faculty and heads with regard to the executives approaches they embrace, for example, proximate/collaborative or bossy to decide impacts. The results reflect that the greater part of subjects favors collaborative/proximate management style for achieving distinctive educational benefits when compared with bossy approach which gives oppressive or absolutist impact on the colleagues and students and hampers accomplishing scholarly and administrative greatness. Thus, collaborative style affects peers and understudies' scholastic and expert accomplishments and supports to achieve high instructive principles. Consequently, the study suggests that public college heads should be offered more management related training courses in their profession to figure out how to carry on executing collaborative administration approach for achieving high standards to ensure quality higher education.*

**Keywords:** Collaborative/proximate, bossy, management, quality higher education

### Introduction

In our set of experiences, "loving individuals" seemed, by all accounts, to be adequate for deciding to work in the field known as staff the executives. Liking to work with people as opposed to objects is as yet significant, however it is terribly deficient in these advanced occasions. Staff of the organization is always considered as a backbone part of the organization which plays a key role in the fields of planning and execution of set targets. An educational administrator's style is directed by the situation, the necessities and characters of their laborers, and by the lifestyle of the affiliation. Definitive reconstructing and the going with social change has caused the load up styles to come in and leave plan Flippo (1984).

There are indisputable association styles, i.e., free undertaking, general and bossy, and so forth, accessible and are used by instructive bosses both in office correspondingly as in the field work to accomplish the set targets expected to work on individual and absolute suitability of the representatives on one hand and the understudies on the other in the schools. In the predominant useful situation suitable association style could pick the conceivable improvement of the concerned labor force and the connection. The review diagrams the sort of the leader's style rehearsed by the school chiefs as per making requests in the field of direction in the present illuminating set up.

### Research query

Is it collaborative/proximate or bossy approach that paves more in achieving academic and managerial excellence for quality higher education in the light of college educational managers and peer's perceptions?

### **Study goals**

The fundamental goals of this study are to:

- 1) Find out the organization styles of (Male/Female) public sector college heads.
- 2) Comprehend the interest level of colleagues/peers and understudies when working under two unique kinds of the executive's styles.
- 3) Evaluate the organization approach of public sector colleges' heads towards achieving academic and management standards.

### **Methodological procedure**

This quantitative based qualitative research/study was conducted on one hundred college heads (male/female), of the public sector colleges through a survey form reflecting different forms of managements styles and their implementation to achieve high quality in higher education. Two questionnaire was administered on heads of the colleges in the light of teachers and students' perspectives to know their perceptions about proximate and bossy styles of management to determine their impacts. The data has been presented in percentage for discussion and recommendations.

### **Review of Literature**

Research has shown that general organization – described as joint dynamic or on the other hand if nothing else shared effect in unique by a prevalent and their workers (Koopman and Wierdsma, 1998) suggest a blend of strengths and possible fruits to the higher education foundations and to its staff including peers and students (Day *et al.*, 2005; Gebert *et al.*, 2003). Kanter, 1994, presented five sort of joining for the most generative communitarian associations that include: Crucial fuse; Key compromise; Practical coordination; Social blend; Social blend (referred to by Coughlan, Coghlan, Lombard, Brennan, McNichols, Nolan, 2003). (Todeva, 2005), orchestrated 13 sorts of relations as fundamental facilitated exertion between affiliations that they include: 1, Different evened out relations, 2, Joint undertakings, 3, Worth theories, 4, Cooperatives, 5, Innovative work consortia, 6, Indispensable supportive plans, 7, Cartels, 8, Enhancing, 9, Allowing, 10, Subcontractor associations, 11, Industry rules social affairs, 12, Action sets, and 13, Market relations.

In any case, considers (Sato *et al.*, 2002) have additionally demonstrated that educator inclusion in the dynamic interaction can produce work related pressure and job equivocalness and can make strain and struggle among instructors, directors, and overseers. Proximate/collaborative administration challenges conventional practices and empowers independence, receptiveness to new ideas or thoughts, and novel destinations (West, 2002). A participative administration climate includes an expansion in friendly and mental requests, for example, work importance, obligation regarding others and cooperation (Stevens and Debris, 2001).

Suggestions of joint effort's need to execution give a striking point to scholastic specialists (Keast and Mandell 2012; Mandell and Keast 2007; Mandell and Keast 2008; O'Leary *et al.* 2015). Some insightful examination certifies professionals' cases that coordinated effort is an "hierarchical objective" to addressing complex issues that require obliging conventional regulatory frameworks to the requests of current strategy issues (Kettl, 2006).

The acknowledgment of this coordinated effort need prompts seeing cooperation as "a focal piece of the system of numerous associations" (Huxham and Vangen 2005). Without a doubt, a developing assortment of writing recommends that the ability to team up empowers associations to work better with residents and different organizations to achieve errands and tackle complex issues (Schermerhorn 1975; O'Leary, Gerard, and Bingham 2006; Bingham and O'Leary 2008; O'Leary and Bingham 2009; Daley 2009; Krueathep, Riccucci, and Suwanmala 2010). Others see that the capacity to team up gives specialists different ways of managing unstructured issues, or evil issues, that cut across scholastic disciplines, strategy areas, and political/regulatory wards (Roberts 2000; Kettl 2002; Conklin 2006; Weber and Khademian 2008).

Weihrich et al., (2008) say that maybe the really human action is administering. Since the time people began molding social affairs to accomplish focuses they couldn't accomplish as people, managing has been major to guarantee the coordination of individual endeavors. As society has reached depend constantly upon total endeavor, and as many formed parties have become monster, the assignment of supervisors has been ascending in significance. Participative association gives workers more conspicuous responsibility with respect to reformist execution and for settling on engineering and arranging choices, as expected inherently hailing that the connection sees the agent can make basic obligations to it (Luthans, 1995; Stevens and Debris, 2001). Hence, in a general organization becomes helpful in creating a feeling, among employees, in which all as included in an organization including experts and empower to ensure the choices taken by the heads.

Mullins (2008) states that the fame based style is where the point of convergence of power is more with the social occasion generally speaking and there is more imperative association with the get-together. The power limits are bestowed to people from the social occasion and the box is even more piece of a gathering. The get-together people have a more unmistakable say in unique, affirmation of a technique, execution of structures and frameworks.

Specialists are allowed to take an interest in the exceptional course of the firm by participating in rehearses like fanning out objections, picking plans for completing work, and making considerations. Different sorts of participative association merge developing the responsibility of specialists (work improvement); forming free get-togethers, quality circles, or nature of-work-life sheets of trustees; and referencing focus on input. Participative association, regardless, consolidates more than permitting specialists to partake in picking. It likewise consolidates the bosses treating the contemplations and considerations of workers with thought and regard. The vastest sort of participative association is expeditious representative obligation with respect to affiliation.

Weihrich *et al* (2008) believe that vote based or participative pioneer talks with subordinates on proposed activities and choices and draws in help from them. This kind of pioneer goes from the individual who doesn't make a move without subordinates" synchronization to the person who picks in any case talks with subordinates prior to doing likewise. Participative association rehearses are normally seen as offering a blend of likely advantages for the alliance and for workers" enthusiastic flourishing and occupation fulfillment (Aryee and Chen, 2006; Kim, 2002).

In light of everything, such an environment, which is separate by divided dynamic and an evident level of correspondence and support between teachers and among instructors and chiefs (Blasé & Blase, 1994), may truly be frightful for a couple, as it creates additional strain and saw pressure due to added hardships, commitment and obligation.

Khparde *et al.*, (2004) research showed that useful schools took on participative association framework in running normal exercises of the schools, gave individuals opportunity at this point in like manner made them obligated for convincing finish of the errands, followed vote based techniques for taking choices, offered need to the public power help of understudies, remained mindful of reliable connection with educators, endeavored to foster linkage with guards, put out up continuously raised objectives for them and the schools, acknowledged imaginative insightful procedures and evaluation contraptions, and saw uncommon work of the teachers. The outcomes have thoughts for different schools where a piece of these gadgets can be offered an opportunity to manage their show. General association style might push kind of downsized drive inclination that updates individual occupation for the connection and the understudies. Since the specialists in general, working under a supervisor, treasure the course of action to help the connection unequivocally as the managers, head teacher offer a position of ability to each and every one of them. Joining in remarkable arrangements with the comprehension of the issues required by individuals who should complete the choices. Moreover, that could be on the going with doubts:

- 1) Individuals are more dedicated to practices where they have related with the suitable dynamic;
- 2) Individuals are less veritable yet rather more noteworthy neighborhood they are dealing with joint objectives;
- 3) At the moment that individuals settle on choices together, the social obligation to each other is more essential and in this way develops their obligation to the choice; and
- 4) A few individuals picking together settle on preferred choices over a lone individual.

#### **Male heads' responses:**

<b>Male favoring collaborative management style</b>	<b>Female favoring collaborative management style</b>	<b>Male favoring bossy management style</b>	<b>Female favoring bossy management style</b>
54 % of 50 subjects	73% out of 50 subjects	63% out of 50 subjects	77% out of 50 subjects
<b>Male un-favoring proximate management style</b>	<b>Female un-favoring proximate management style</b>	<b>Male un-favoring bossy management style</b>	<b>Female un-favoring bossy management style</b>
46% out of 50 subjects	27% out of 50 subjects	37% out of 50 subjects	23% out of 50 subjects

#### **Female heads' responses:**

<b>Male favoring collaborative management style</b>	<b>Female favoring collaborative management style</b>	<b>Male favoring bossy management style</b>	<b>Female favoring bossy management style</b>
66 % out of 50 subjects	79% out of 50 subjects	72% out of 50 subjects	84% out of 50 subjects
<b>Male un-favoring collaborative management style</b>	<b>Female un-favoring collaborative management style</b>	<b>Male un-favoring bossy management style</b>	<b>Female un-favoring bossy management style</b>
36% out of 50 subjects	21% out of 50 subjects	28% out of 50 subjects	16% out of 50 subjects

#### **Faculty responses in %:**

<b>Qs item</b>	<b>Strongl</b>	<b>Agree.</b>	<b>Disagr</b>	<b>Partiall</b>	<b>Strongl</b>
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	y agree.		ee	y disagre e	y disagre e
My head always never keeps all authority and take decision collaborative way.	67%	9%	5%	8%	11%
My head respects the opinion and suggestion of his/her peers.	64%	13%	6%	7%	12%
My head promotes students to participate in college matters.	69%	5%	12%	6%	10%
My head behaves like bossy or dictator while taking decisions.	6%	10%	3%	10%	71%
My head encourages peers and students in college affairs.	65%	9%	10%	6%	10%
Bossy style of management pays more in achieving high educational standards.	10%	12%	11%	10%	57%
Collaborative management is not vial bale in the institutions of higher education.	10%	8%	4%	12%	66%
There is no need to engage college students in the management of affairs of the college.	8%	8%	5%	10%	69%
Collaborative management is positive way to improve educational excellence.	68%	10%	4%	8%	10%
Collaborative management improves overall educational standard at higher education institutions.	66%	12%	10%	7%	5%

### Discussion

Results of the study mirror that a larger part of heads of the colleges in the public sector at higher education level practice collaborative administration style as they feel this specific administration style not just establishes favorable instructive climate for the institutional heads to take care of business yet additionally works with the representatives and understudies to work for the improvement of the organization. Regardless of, certain managerial requirements, they apply collaborative administration approach in the colleges as the outcomes show. The study further shows that public colleges, presently, practice proximate administration approach and results mirror that there is interest of the faculty in the colleges to have dynamic interaction with respective heads. The college faculty is in consonance with their heads for the realization of collaborative management approach which is becoming hallmark of present day educational organizations at the higher education level. As the outcomes show that larger part subjects are inclined to collaborative administration in the current occasions which empowers us to comprehend that there is no correspondence hole between the administrator and the representatives or understudies as bossy organization doesn't permit individuals develop and put forth attempts for scholastic greatness at the advanced education level and leave the two companions and understudies take part in the college education pertaining affairs and the majority faculty believe that collaborative management improves overall educational standard at higher education institutions.

The results furthermore present the real circumstance in the public region universities where a large number of grown-ups go to search for data to use in the coming years anyway considering the results it

isn't difficult to say that they (understudies) really need to acquire capability with the vital capacities imperative to use in the globalized world as there shows up no outsider sensation of having a spot conceded by the agents as the school heads license staff and understudies to share totally in authoritative work and need to bear what is said or expected with their own availability. We can say that there is the adequacy of different thoughts at the foundations and individuals are getting worried about need of the globalized world to accomplish instructive greatness for making advanced education as per worldwide guidelines. Matters are discussed with them and their input is given weightage in unique. In the end it is adept to say that educators make conviction building demeanor among them which is in like manner moved to the understudies. Hence, people may like to send their young people to public colleges which, on one hand, favors the endeavors of the public master for raising the picture of government upheld colleges and the norm of planning at these colleges on the other. For quality setting it is key for college educational managers to keep on rehearsing such management style that might add to educators and students' life also as in the improvement of the country since it is the quality preparing that picks the destiny of a country. Our research query has been aptly answered by stating that it is collaborative/proximate and not bossy approach that paves more in achieving academic and managerial excellence for quality higher education in the light of college educational managers and peer's perceptions.

## Conclusion

The study construes that there is presence of collaborative/proximate management style in the public colleges as diverged from bossy style which seems an endeavor to improve education standard at the higher education. It produces a feeling of belonging among the employees and students which paves to enhance the overall performance of the institution. Considering the disclosures of the study it is relevant to say that for better reformist outcomes and advantages it is suitable to rehearse collaborative/proximate style in the public colleges as this level shapes the fate of coming generations in future professional life.

## Recommendations

For this there should be further efforts to work to:

- ✓ train the educational managers and faculty to support collaborative/proximate educational management style in the colleges;
- ✓ include a component of collaborative management style in the training of senior management of the colleges;
- ✓ ask the educational managers to hold further seminars in cascading model at their respective colleges to provide on job training.

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