

The leadership style distribution of the Administrative Officers of the University of the Visual and Performing Arts on task concentration and people skills

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Abstract

The purpose of this study was to identify the leadership style distribution of the Administrative officers of the University of the Visual and Performing Arts on task concentration and people skills. The research attempted to find whether that behavior was matched with the working experience of the subordinates in the university. All the administrative officers except the Registrar and the Bursar in the University of the Visual and Performing Arts were taken as the sample and questionnaire on “Leadership Matrix” was used as data collection instrument. 19 questionnaires were distributed among officers and 18 were collected. Gathered data were tabulated using Microsoft Excel. As per the results, 83% of the sample represented female officers. The findings of the study revealed that the leadership style of all the administrative officers plotted only in the team leadership zone. That was the area where high concern on both task and people. Majority were at the extreme end of that area while very limited number was closed to the middle of the path. According to the university statistics, 50.7% of the subordinates had five or below five years experience in the university service. 66.4% of the subordinates represented the group who have 10 or below 10 years experience. Accordingly, a clear relationship could be developed in between the experience of the subordinates and the leadership p style of the administrative staff. The study also revealed that all the administrative officers were very much concern on both task and the people due to the lack of experience in the subordinates and consequently administrative officers’ concentration on task and people go high with the experience.

Key-words

Socialite, Team leadership, impoverished, authoritarian, leadership style, people, task

Introduction

State universities in Sri Lanka have unique organizational structure with slight differences in establishing divisions, Departments and Faculties. While the hierarchical levels are the same, all the divisions and Departments are under the supervision of academic administrative or administrative officer for ensuring smooth function. They function under the Vice-chancellor of the university (CEO) and directly, indirectly, vertically or horizontally they are connected with other divisions and executive staff.

If subordinates were well aware of work assigned to them and if they know how to perform, delegation was very easy with them. If they were not, leaders had to pay their attention on both task and the people for reaching the organizational goals.

The objective of this research was to do a survey on leadership style of the administrative officers of the University of the Visual and Performing Arts by measuring the degree that they worked with people and tasks.

With this survey, it was expected to formulate a relationship in between the experience of the subordinates and the leadership styles of the administrative officers under the following categories.

Socialite leaders

Socialite leaders pay much concern for people and their concern on task is poor. This type of leaders are very popular among subordinates but the management cannot achieve with their output.

Team leaders

Team leaders concern on the both task and the people at a high level. They expect high level of results while paying much attention to the employees. It is the best leadership style on the leadership matrix. They motivate people in order to get their attention on them and due to that attention motivated subordinates provide their best service to the organization. They have less people-oriented issues and they are not a burden to the management.

Impoverished leaders

Impoverished leaders are neither concern on task nor the people and they allow their team to do whatever they wish. It says that they delegate and disappeared. They enjoy only their leadership and benefits doing nothing more to the organization or the subordinates. They tend to attend the only day to day work for their survival. They follow delegating style which has low direction and low support to the subordinates.

Authoritarian leaders

Authoritative leaders make decisions on their own without consulting others since they are task oriented and hard on people. This style requires clearly defined tasks and considered successful in uneducated societies. Authoritarian leaders involve giving orders while expecting obedience. They offer little in the way of guidance and assistance.

Methodology

It was measured the leadership style on task and people using leadership matrix and depict the answers as per the given technique. It was plotted the final scores on a graph in order to identify the distribution of results. Vertical axis represented the people score and the horizontal line represented the task score. The point where the two lines intersect was the leadership style of the officer on task and the people

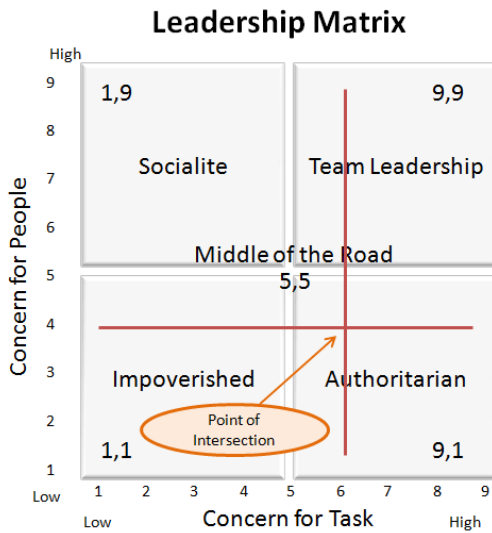


Figure 1: Leadership matrix

People	Task
Question	Question
1. _____	2. _____
4. _____	3. _____
6. _____	5. _____
9. _____	7. _____
10. _____	8. _____
12. _____	11. _____
14. _____	13. _____
16. _____	15. _____
17. _____	18. _____
TOTAL	TOTAL
_____	_____
X 0.2 =	X 0.2

Figure 2: Leadership matrix

Table 1 – Score sheet

The leadership Matrix was used as the measuring technique for the study and the data were tabulated using Microsoft Excel.

Results and Discussion

Demographic information of the sample were given in figure 2 to 6.

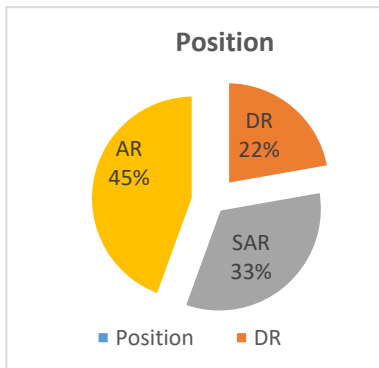


Figure 2: Position of the sample

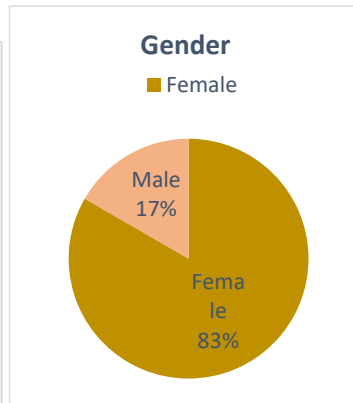


Figure 3: Gender distribution

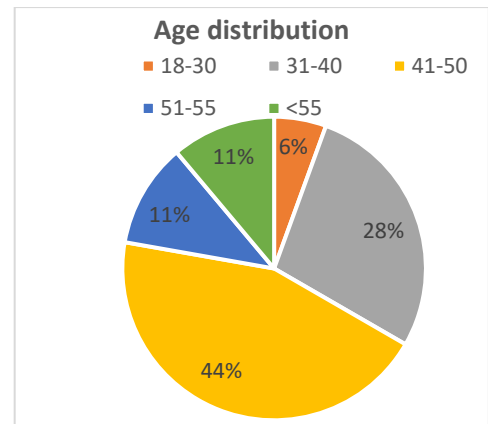


Figure 4: Age distribution

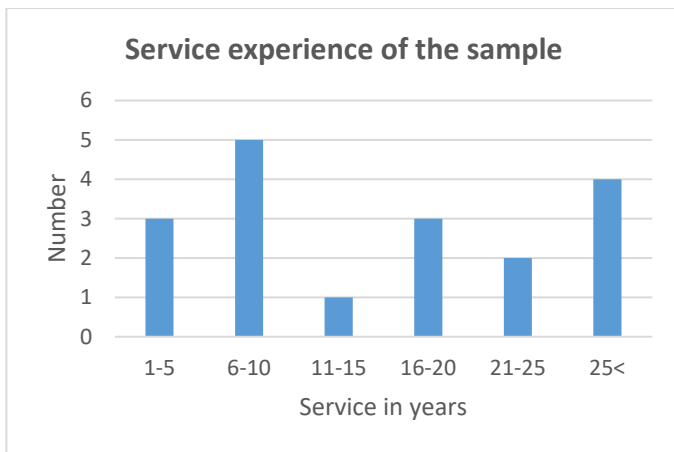


Figure 5: Service experience of the sample

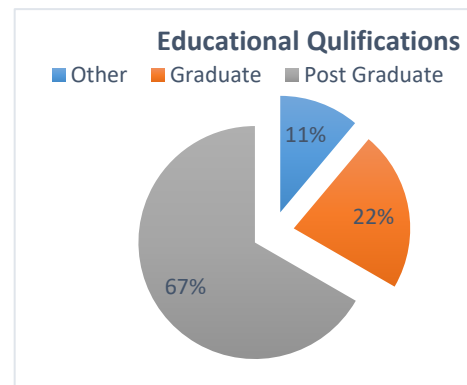


Figure 6: Educational qualifications of the sample

Accordingly, 83% of the sample represented female officers and the percentage of male officers was 17%. Majority of the sample (44%) represented 41-50 years age group. However, there is a fair distribution in the service experience of the sample. Majority of the officers (67%) were postgraduate degree holders and the sample represented a good educational level.

Statistical information on subordinate cadre and their service experience was obtained. Its distribution was given in Table No. 2 and the figure No. 7. According to the cadre details on Clerical and allied grades and minor grades, 66.3% of the subordinates possessed ten or less than ten years service experience. 50.7% subordinates represented the group who had five or less than five years working experience. Accordingly, it could say that majority of the subordinates in the administrative divisions of the University of the Visual and Performing Arts represented with inexperienced people. Delegation was difficult with inexperienced subordinates. Their work had to follow up and continuous direction was required.

Table 2 : Cadre details

Cadre details									
Posts	Service (years)								Total
	<5	5	>5<=10	>10<=15	>15<=20	>20<=25	>25<=30	>30>=35	
Clerical and allied grades	47	9	22	22	16	7	5	2	130
Minor grades	33	18	11	9	5	2	2	1	81

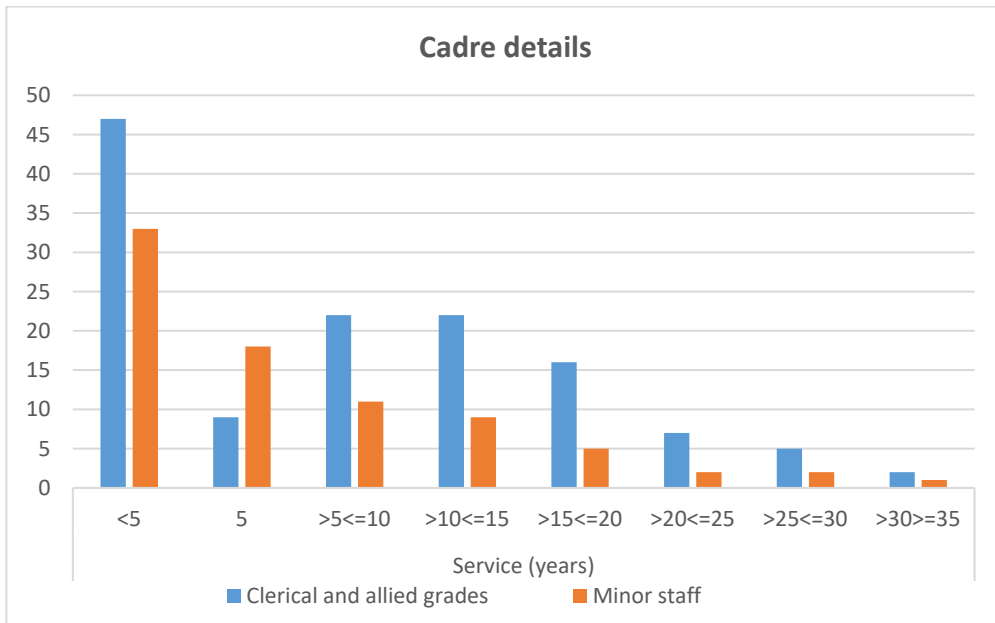


Figure 7: Cadre details

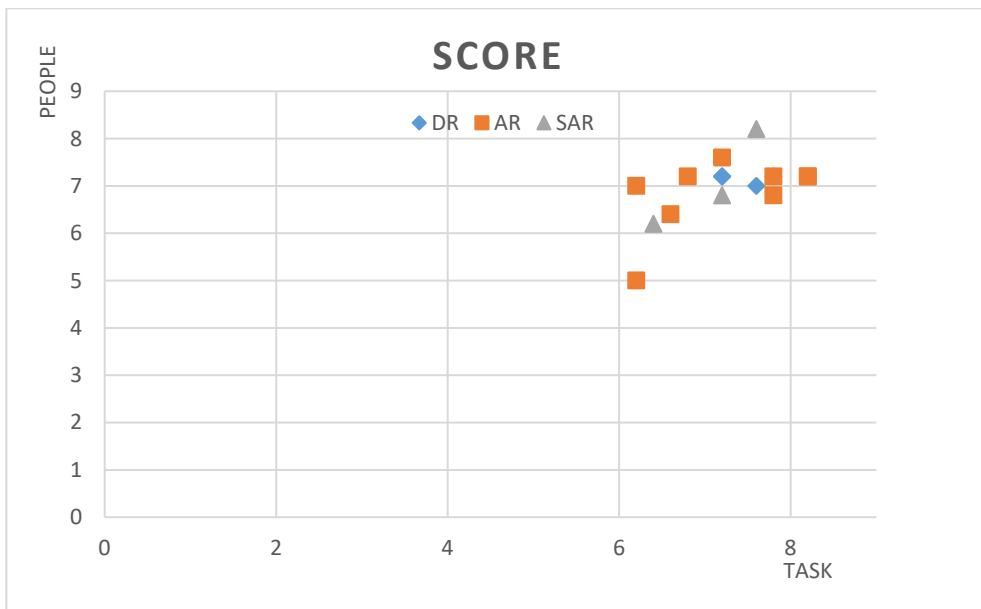


Figure 8: Distribution of the leadership style of all administrative officers in the UVPA

Figure 8 showed the leadership style distribution of the administrative officers of the University of the Visual and Performing Arts at their concern on people and task. As per the results all the administrative officers in the University of the Visual and Performing Arts plotted in the team leadership area. It was the leadership dimension that they normally operated out of four leadership styles.

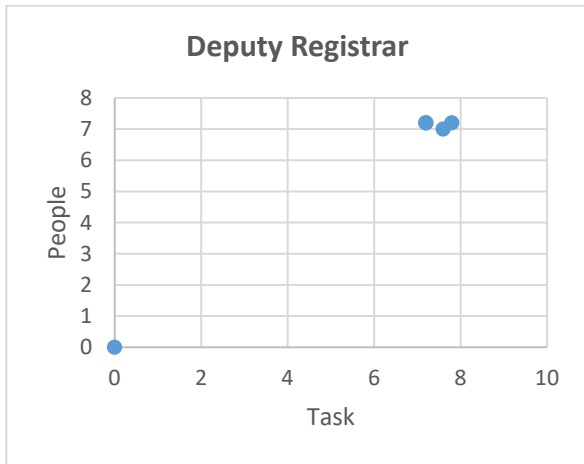


Figure 9: Distribution of the leadership style of Deputy Registrars in the UVPA

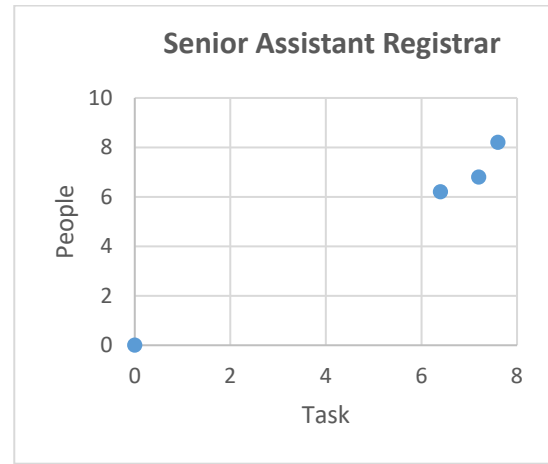


Figure 10: Distribution of the leadership style of Senior Assistant Registrars in the UVPA

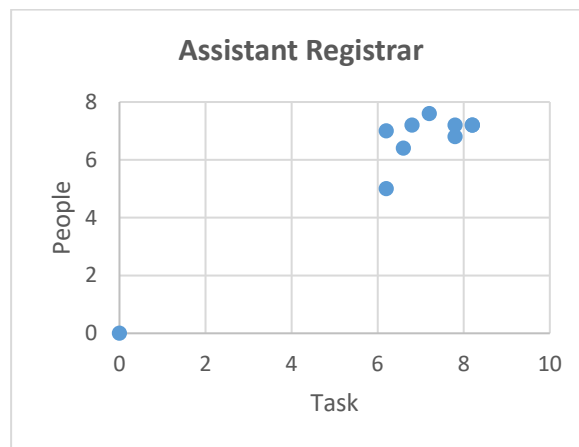


Figure 11: Distribution of the leadership style of Assistant Registrars in the UVPA

In figures 9,10 and 11, it has plotted the concentration of the Deputy Registrar, Senior Assistant Registrar and Assistant Registrar level administrative officers on people and task separately for giving clear view on their leadership styles. Leadership styles of all the Deputy Registrar level

administrative officers plotted in 7.2 to 7.8 in people skills and 7 to 7.2 in in task. Leadership style of the all the administrative officers in the Senior Assistant Registrar level plotted in 6.4 to 7.6 in people skills and 6.2 to 8.2 in task. Leadership style of all the Assistant Registrars plotted in 6.2 to 8.2 in people skills and 5 to 7.6 in task.

It revealed that concentration of administrative officers on people and task go high with the seniority and experience that they gained in the service. With that experience, administrative officers develop their people skills and task concentration.

Conclusion

The findings of this research revealed that the leadership style on task concentration and people skills of all the administrative officers in the University of the Visual and Performing Arts plotted in team leadership zone. It represented the area where high concern on both task and people. According to the statistical information on service experience of the subordinates majority were less experienced people. Accordingly, a clear relationship could be developed in between the experience of the subordinates and the leadership style of the administrative staff. Therefore, findings of the study revealed that all the administrative officers were very much concern on task and the people due to the lack of experience of the subordinates. Also the findings revealed that the concentration on the task and the people by the administrative officers developed with their service experience and the seniority.

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