Abstract

Three studies were conducted to provide a conceptualization of educational leadership with multilevel and integrative approach. The studies aim to examine the impact of multilevel leadership on the effectiveness of technical educational institutes through the mediating effects of organizational communication, organizational culture, and bases of power. The first study examines the trend of research on prominent leadership theories over the period 1990-2015. 752 research publications in six journals were examined. The findings suggest that the research on transformational leadership is in its growth stage, whereas research on transactional leadership, charismatic leadership, and leader-member exchange was in their decline stage. In the second study of narrative enquiry, data were collected from published interviews and personal interviews of founders, vice-chancellors, and directors of universities in India. Content analysis of the results suggests an integrative model of leadership with attributes from multiple levels, approaches, and perspectives. In the subsequent quantitative study, data were collected from 153 heads of engineering and management institutes across India along with 306 subordinates working in coordination with the heads of the institutes. The subordinates assessed leadership and organizational communication and the leader assessed the remaining constructs. Findings suggest that the multilevel leadership construct directly predicts organizational effectiveness. Organizational communication, organizational culture, and use of personal power mediate the effects of leadership on organizational effectiveness. However, positional power does not mediate the effect of leadership on organizational effectiveness. Conclusively, the results indicate that multilevel leaders may promote organizational communication, organizational culture, and use personal power for higher effectiveness of technical institutions.

Keywords: Multilevel leadership, organizational culture, power, communication, organizational effectiveness