

# ADMINISTRATIVE EFFECTIVENESS, ADMINISTRATIVE STYLE AND DECISION MAKING OF EDUCATIONAL ADMINISTRATORS

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## ABSTRACT

*Educational Administration though have a recent beginning in India had a very old history. Education is as old as man and so its administration. When schools were established the need for their administration arose. There must be some one to organize educational activity and to ensure that educational goals were realized. There are several aspect of educational administration and many factors affect the administration of education.*

*An administrator can be linked to a catalytic agent (knezevich. 1962). There is no assurance that the mere presence of enough money, quality personnel, or sufficient equipment will yield excellence. Another force is needed to translate potential into reality administrative leadership. Everyone who achieve objectives through/with people is a Manager, Principal is also the Manager of his Institution. He achieves educational objectives through/ with students-staff, parents-community.*

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The Educational administrators style is the main factor which contribute to the upliftment of the morale of the person working under his control. Stogdillo (1963) pointed out six sub-set of behavior which effects the leadership style. He was of the view that no leader can be said to have a perfect style of leading the team. Hobb(1970) and Bowers (1973) have pointed out that educational organisation should be considered socio-technical systems. They are unique organizations whose basic components are the individual and technology.

Decision is a moment in the process of policy formation. It is much less than policy but in nature it is different from it. Terry (1951), Hemple (1945), Tead (1951) and Likert (1958) are of the view that decision making is one of the main style of leadership which an educational administrator performs and it largely depends upon their mental health, job satisfaction and their administrative effectiveness.

Effectiveness is influenced by not any other factor as by human relationship (Johnson, 1971). Mental health is an important factor which is directly related to decision making. Only a mentally healthy person can make decision that will be applicable to a large number of people. Gestalt psychology believes that if a person's behavior is to be determined, his mental health must be taken into account. It is an important component of leaders personality Kellehar, (1956), Koon, (1969). The study on the correlates of educational leadership in relation to different variables is a subject of educational investigation and research has not a very long history.

### **MAIN OBJECTIVES:**

*The main objectives of the study were:*

1. To administer Pandey's Educational Leadership Assessment Test to measure the qualities needed in educational administrators of the sample under consideration.
2. To administer Pandey's Decision Making Test of Educational Administrators to measure the decision making capacity of the sample under consideration.
3. To administer Bhatnager's Administrative Effectiveness Scale to measure the administrative effectiveness of the sample under consideration.
4. To administer Pandey's Administrative Style Test and to measure the administrative style of the sample under consideration.
5. To perform analysis to show that there exists no significant relationship between measure of leadership qualities and administrative effectiveness.
6. To apply 't-test', to measure the differences in between two set of scores on different psychological variables.
7. To find out the multiple and partial correlation among leadership qualities, administrative style & administrative effectiveness.
8. To find out the possible determinant factors and to give them interpretation through factor analysis.

### **HYPOTHESIS:**

*The study had the following hypotheses:*

OH1 : There exist no significant relationship between measures of leadership qualities and administrative style.

OH2 : There exist no significant relationship between measures of leadership qualities and administrative effectiveness.

OH3: There exist no significant relationship between measures of leadership qualities and decision making.

OH4: Administrative style, administrative effectiveness and decision making, when combined together is a good predictor of leadership qualities.

OH5: There is no significant difference between administrators rated and low on leadership qualities on measures of administrative style.

OH6: There is no significant difference between administrators rated high and low on leadership qualities on measures of administrative effectiveness.

OH7: There is no significant difference between administrators rated high and low on leadership qualities on measures of decision making.

OH8 : There are unique constellations of cognitive and affective correlates of leadership qualities existing in terms of common factors in different combinations.

### **SAMPLE:**

The sample consisted of 300 Principals. The study was limited to the Principle of Sagar, Bhopal and Rewa division in the State of Madhya Pradesh.

### **TOOLS:**

1. Educational Leadership Assessment Test (E.L.A.T): The test was constructed and standardized by Pandey (1989). The purpose of this test is to assess the leadership qualities needed in educational administration. The test has been divided into five sections. The Coefficient reliability of the test is .84.
2. Administrative style Test (A.S.T) : Administrative Style performance depends then as much as the organization as it depends on person. This test was constructed and standardized by Pandey (194) and it bears a reliability co-efficient of .86.
1. Administrative Effectiveness scale (A.E.S) : This test was constructed and standardized by Bhatnagar (1980). It measure the administrative effectiveness of the Principals. It bears a reliability of .78.
2. Decision Making Test (D.M.T) : The test for measuring decision making capacity of educational administrators was constructed and standardized by Pandey (1991). This test measures the decision making capacity needed in educational administration. The reliability coefficient of the test is .86.

### **STATISTICAL ANALYSIS:**

1. Product moment correlations were computed to study the relationship of Leadership Qualities ( and its dimensions), administrative style, administrative effectiveness and decision making.
2. Step-wise multiple regression analysis was used to identify the best set of predictor variables for predicting leadership qualities.
3. Partial correlation was calculated for the prediction of leadership qualities.
4. t-test was carried out to find out the significance of differences.
5. Factor analysis was done to see the nature of factors.

## **FINDINGS:**

1. The results indicates significant relationship between leadership qualities and administrative style, administrative effectiveness and decision making (TABLE I)
2. The partial regression coefficient ranged from 4.64 to 2.36 partial correlation ranged from .23 to .43 indicating that leadership qualities is perfectly correlated to other predictor variables. (TABLE –II)
3. The multiple regression analysis shows leadership qualities as the most significant variable contributing to the prediction of administrative style, administrative effectiveness and decision making.
4. There is significant difference between high and low mean difference at administrative style, administrative effectiveness and decision making capacity.(Table –III).
5. Factor analysis showed unique constellation of cognitive and effective correlates of leadership qualities (TABLE –IV).

## **CONCLUSIONS:**

1. Significant correlation between administrative style and difference dimensions of leadership qualities shows that principals with more complex analytic style shows greater ability of leadership qualities,
2. Significant correlation between administrative effectiveness and different dimensions of leadership qualities shows that principal's perception of himself or herself affects his or her leadership style.
3. Significant correlation between decision making and difference dimensions of leadership qualities shows that principals are distinguished more by administrative style, administrative effectiveness, than by intellectual abilities.
4. Significant correlation between variables indicates high leadership qualities behavior in combination of different dimensions,
5. Partial correlation R indicates that the predictor formula in the form of multiple regression solution is a better predictor of performance in leadership qualities.
6. The clusters of 17 variables precipitated into four distinct factors viz. Leadership Ability and Decision Making (Factor-I) Decision Making (Factor-II), Administrative Decision Making Ability (Factor-III) and Leadership Qualities (Factor –IV). The emergence of 4 distinct factors highlights the nature of leadership qualities.

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**TABLE - I**

*INTERCORRELATIONS AMONG THE DIMENSIONS OF CRITERION  
VARIABLE AND PREDICTOR VARIABLES.*

S.No.	DIMENSION	1	2	3	4	5	6
1.	Composite ELAT	1.00	.27	.31	.41	.64	.29
2.	Administrative Style		1.00	.43	.37	.67	.56
3.	Admn. Effectiveness			1.00	.54	.67	.69
4.	Composite Decision Making				1.00	.78	.78

Note: For Significant at .05 level  $r = .113$  and .01 level  $r = .148$

**TABLE – II**

*SHOWING PARTIAL CORRELATION, PARTIAL STANDARD DEVIATION  
AND PARTIAL REGRESSION COEFFICIENT*

S.No.	Partial Correlation	Partial S.D.	Partial Regression Coefficient
1.	.23	18.76	4.64
2.	.68	21.43	3.32
3.	.37	23.71	.84
4.	.56	15.42	1.49
5	.69	8.91	.91
6	.73	31.74	.86
7	.64	4.36	3.24
8	.52		1.43
9	.43		2.36

**TABLE – III**  
*SUMMARY OF t – VALUE*

Groups Compared	Mean & S.D.	High	Low	t value	Level of Significance
1.Administrative Style	Mean S.D.	201.34 21.32	197.56 19.01	2.08	p < .01
2.Administrative Effectiveness	Mean S.D.	181.56 24.31	173.42 19.46	2.46	p < .01
3.Decision Making Capacity	Mean S.D.	131.46 13.61	127.31 9.36	3.14	p < .01

**TABLE – IV**  
*AT A GLANCE PICTURE OF FACTORS*

FACTOR I	FACTOR II	FACTOR III	FACTOR IV
Effectiveness in Administrative Style	Administrative Style	Administrative Style	Decision Making
Administrative Effectiveness	Administrative Effectiveness	Administrative Effectiveness	
Management Decision	Management Decision	Management Decision	
Public Relation	Public Relation	Public Relation	
Composite Decision Making			

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