

# **EFFECT OF SELF ESTEEM AND HUMAN RELATIONSHIP ON DECISION MAKING CAPACITY OF EDUCATIONAL ADMINISTRATORS**

**BY**

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## **ABSTRACT**

Decision- making, communication and planning are the major functions of the administrators. Out of these, decision-making has got more emphasis than others. Their interrelationship has been argued by noting that one outcome of planning is a decision action, and that decisions would be difficult if not impossible to implements without a communication system. A decision can be defined as a conscious choice made from among a well-defined set of often competing alternatives. Decision is subjective and varies with the situation. The self-esteem, A person's idea about herself or himself is mot important single factor affecting hebaviour and is directly related to the human relationship. The present paper explores the role of self-esteem and human relationship on decision-making capacity mainly of educational administrators. The sample consists of 100principals of + schools affiliated to CBSE in the city of Jaipur and Calcutta. The findings reveal of significant relationship and effect of self-esteem and human relationship on decision-making process.

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## ***INTRODUCTION:***

There is notion that decision-making is the heart of administration. Simon (1960)has been the key person to emphasize this viewpoint. Decision has to be taken when there is a problem or difficulty. The decision and its implementation lead to an answer to the problem or the resolution of the conflict. Institutions refer to the administrator's own hunches or inner feeling in a decision. Decision-making is generally considered as a culminating activity., or the final phase in rendering choice among alternatives, plus all activities that occur prior to it. Dorsey (1957) emphasized that because the decision rests upon the receipt of some kind of communication and can be effectuated only through communication to others. Communication is more important of the two. Taylor (1965) was of the

view that problem solving, decision making and creativity are essentially the same. Each is a variety of thinking and involves similar insight.

Many psychologists believe that the self has two aspects- concepts and feelings, and therefore, they distinguish between 'self-concept' and 'self-esteem'. Self-esteem is the total organization of perceptions an individual has of himself (Combs et al. 1971). It is now a universally accepted fact that an individual's self-esteem, the value or judgement he places on himself and his behavior have a say on his decision making capacity. Great deal of emphasis is now laid on the study of self-esteem of individuals for understanding and predicting many aspects of their decision making capacities. Self-esteem is also considered as one of the dominating factors influencing the cognitive behavior of an individual (Pandey, 1996). Successes and other pleasurable events in life lead to enhancement of self-esteem while failure, frustration and such experiences tend to lower it.

Human relationship play a vital role in decision-making capacity. Generally persons close to the administrators are fearless about any negative decision even in the event of committing a mistake. Educational administration is a humanistic process where the Principals mainly deal with human resources whether they are teachers, students or parents. The effect of human relationship may be a good predictor of one's decision-making capacity.

### ***Objectives:***

The present study had the following major objectives:

1. To investigate the relationship between decision-making capacity, self-esteem and human relationship.
2. To investigate the gender effect on decision-making capacity.

### ***Hypotheses:***

The following hypotheses were proposed:

1. There exists a high correlation between decision-making and self-esteem and human relationship.
2. There is significant difference between male and female educational administrators who were rated high on the criterion of decision-making.
3. Self-esteem and human relationship factors, when combined together are a good predictor of decision-making.

### ***METHOD:***

#### ***Sample:***

The sample consisted of 100 Principals of Senior Secondary schools (+2) affiliated to CBSE, New Delhi. The schools were selected at random to produce a

heterogeneous sample which would cover the range and ability generally found in schools. The schools so selected were from Calcutta and Jaipur.

**Tools:**

In the study the following tools were used:

1. Decision-Making Capacity Inventory (DMC) constructed and standardized by Pandey (1995). It measures the decision-making capacity of Principals. The reliability coefficient of the test is .86 and the validity coefficient .93.
2. Self-Esteem Measurement Questionnaire (SEMQ) constructed and standardized by Pandey (1997). It measures the self-esteem of the educational administrators. The reliability coefficient of the test is .79 and the validity coefficient .87.
3. Human Relationship inventory (HRI) constructed and standardized by Pandey (1998). It measures the HR relationship mainly in educational set up. The reliability coefficient of the test is .87 and the validity .93.

**Procedure:**

All the individuals in the sample were approached individually and were requested to complete DMCI, SEMQ and HRI. The responses on the tests were scored according to the directions given in the respective manuals. The raw scores than transformed to standard scores (Z-scores) for interpretation of data .

**Statistical Analysis:**

1. Product moment coefficients of correlation were computed to study the relationship between decision-making capacity, self-esteem measurement and human relationship measurement.
2. Two-tailed t-test was carried out to show that sex-difference plays a significant role in decision-making capacity.
3. Step-wise multiple regression analysis was used to identify the best set of predictor variables for decision-making capacity quality needed in educational administration.

**RESULTS**

The date analysis revealed high correlation between decision-making capacity and self-esteem and human relationship (Table-I)

**TABLE I**  
*Inter-correlation Among Variables Under Study*

S.No.	Variables	I	II	III
1	Decision –making	1.00		
2	Self-esteem	.74	1.00	
3	Human relationship	.83	.79	1.00

- Significant at .01 level (Dt = 98, <.01)

- Step-wise multiple regression coefficient was calculated by Doolittle Methods. R was found to be .63 which was significant at .01 level ( $p < .01$ ).  $R = .63$  means that the score of decision-making predicted from the multiple regression equation correlated with the score obtained in self-esteem and human relationship.

The significant t-value showed that sex difference play a significant role in decision-making capacity (Table 2)

**TABLE 2**  
*Male and Female Educational administrators on Decision-Making*

Group Compared	Mean	S.D	Difference in mean	SED	df	t	Level of Significance
Male	181.36	3.42	5.24	3.23	98	1.37	$p < .01$
Female	176.12	2.41					

## DISCUSSION :

The findings reveal that the decision-making ability of the individuals is highly influenced by their self-esteem and HR factor. Multiple R shows that the correction between decision-making may be predicted from the variables like self-esteem and HR factor. Multiple R shows that the correlat8on between decision-making may be predicted from the variables like self-esteem and HR factor. It has already been interpreted that the above mentioned variables formed a good predictor of decision-making.  $R = .63$  means that when the most probable acore in decision-making which each of the 100 individuals will receive has been predicted from the multiple regression equation., the correlation between the predicted and the earned scores of 100 individuals will be .63. Multiple R tells us the extent to which the criterion measures of decision-making is determined by the combined action of the predictors. For the present study multiple correlation coefficient indicates the extent to which performance in decision-making is related to self-esteem and HR factors,

Moreover, R is significant ( $p < .01$ ). It indicated that the predictors formula in the form of multiple regression equation is a better predictor of performance in decision-making.

In this study, it has been found that male educational administrators have more ability of decision-making than female educational administrators. This findings leads us to the conclusion that high and low scores on the self-esteem and HR factor are the main criterion of decision-making.

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