

EFFECT OF SELF ESTEEM & MENTAL HEALTH ON THE DECISION MAKING CAPACITY OF MANAGERS

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ABSTRACT

The success of any organisation largely depends upon the effectiveness with which it is managed and administered by its executive. It is a common theory that success and failure depends on place as well as on time. Psychologists differ in their opinions with regard to the characteristics and qualities of the managers which make him effective and efficient in his functioning. There is no denying the fact that managers requires certain skills, technical human and conceptual to become a successful managers. Society today wants all these qualities in a manager plus something more. It is expected from them to be able to inspire those who work under his direction to achieve the corporate goal. 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 implement 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 not an important single factor affecting behaviour and is directly related to the mental health. The present paper explores the role of self-esteem and mental health on decision-making capacity managers. The sample consists of 40 managers (30 male and 10 female). The findings reveal a significant relationship and effect of self-esteem and mental health on the decision-making process.

Individual differences are the root cause of individual thinking. Rarely two persons think alike. There are persons who are much ahead of others in reflection as well as in action. The quality of going ahead of others, is, in a sense, leadership. Leadership has a number of attributes and decision making is one of the main functions of leadership. A leader must be able to reason logically and make decisions. Decision is a moment in the process of policy formation. It is much less than policy but in nature it is not different from it. In the context of organizational functioning, administration and decision making are largely inseparable (Bass). Decision making is considered to be the heart of administration. It is the process through which administrators work to accomplish their tasks. The power of an administrator in the organization is defined in terms of decisions that he is allowed to make. It is an administrative process which has important implications for the human relations in an organisation. It may be considered a

culminating activity or the final phase in rendering a choice among alternatives, plus all activities that occur prior to it. Administration by exception implies that managers conditions of conflict and collaboration are the main concern of leadership. (Ashby)

The word "Self-esteem" has come into common use to refer to the individuals who is known to himself. Concept of self are those more or less perceptions of self which the individual regards as part or characteristic of his being. An individual learns about himself not only from his own explorations but also through the mirror of himself represented by the actions of those with whom he interacts (Farries, 1962). 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 organisation of perceptions an individual has of himself. It is now a universally accepted fact that an individual's self-esteem, the value or judgement he places on himself and his behaviour 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 behaviour of an individual. Successes and other pleasurable events in life lead to enhancement of self-esteem while failure, frustration and such experiences tend to lower it.

Mental health is an ingredient of personality. The study of personality gives us some of the aspect of mental health. Personality, in a general sense, is defined as your effect upon other people and this is directly related to mental health. An emotionally stable, socially useful and individually satisfying person claims to have a sound mental

health. Virtually, mental health symbolizes the quality of the person. It is more related to emotional balance as it includes behavior and other component of the mental health. In administration, a person emotional control is the main thing which counts. How well the individual adjusts to life depends partly on which emotions predominate and how he expresses his dominant emotions. One great difference between a person who is emotionally disturbed and who is well adjusted is that, in former, the negative or unpleasant emotions are more frequent and intense while, in the latter the positive and pleasant emotions are dominant. Gestalt psychology believes that if a person's behavior is to be determined, his mental health must be taken into account.

Objectives:

The present study had the following major objectives:

1. To investigate the relationship between decision-making capacity and self-esteem
2. To investigate the relationship between decision-making capacity and Mental Health.

Hypotheses:

The following hypotheses were proposed to be tested qualitatively as well as quantitatively:

1. There exists a high correlation between decision-making and self-esteem
2. There exists a high correlation between decision-making and mental health
3. There is significant difference between male and female managers who were rated high on the criterion of decision-making.

4. Self-esteem and mental health when combined together are a good predictor of decision-making.

METHOD:

Sample:

The sample consisted of 40 managers of different factories who are involved with day to day decision making process. Out of these there were 10 female managers. The care was taken that the selected samples must be from a factory where not less than 800 people are working.

Tools:

In the study the following tools were used:

1. Decision-Making Capacity Inventory (DMCI) constructed and standardised by Pandey (1995). It measures the decision-making capacity of managers. The reliability coefficient of the test is .86 and the validity coefficient .93.
2. Self-esteem Measurement Questionnaire (SEMQ) constructed and standardised by Pandey (1997). It measures the self-esteem of the managers. The reliability coefficient of the test is .79 and the validity coefficient .87.
3. Mental Health Inventory (MHI) constructed and standardised by Pandey (1998). It measures the mental health relationship of the manager. 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 MHI. 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 mental health 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 management

RESULTS

The data analysis revealed high correlation between decision-making capacity and self-esteem and human relationship (Table-I) P.No.10

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) P.No.11

DISCUSSION

The findings reveal that the decision-making ability of the individuals is highly influenced by their self-esteem and mental health factor. Multiple R shows that the

correction between decision-making may be predicted from the variables like self-esteem and mental health factor. Multiple R shows that the correlation between decision-making may be predicted from the variables like self-esteem and mental health 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 score in decision-making which each of the 40 individuals will receive has been predicted from the multiple regression equation., the correlation between the predicted and the earned scores of 40 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 mental health 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 managers have more ability of decision-making than female managers. This findings leads us to the conclusion that high and low scores on the self-esteem and mental health factor are the main criterion of decision-making.

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 (df = 38, $p < .01$)

TABLE 2
Male and Female Managers on Decision-Making

Group	Mean	S.D	Difference	SED	df	t	Level of
Compared			in mean				Significance
Male	181.36	3.42					
			5.24	3.23	38	1.37	p < .01
Female	176.12	2.41					

Significant at .01 level (df = 38, p < .01)

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