SUMMARY

TITLE:

"A STUDY OF THE ADMINISTRATIVE SUCCESS AS RELATED TO THE PERSONALITY, ADJUSTMENT, JOB SATISFACTION, EXPERIENCE, AND RISK TAKING BEHAVIOUR OF THE EITHER SEX PRINCIPALS OF DIFFERENT TYPES OF SECONDARY SCHOOLS IN MORADABAD DIVISION OF UTTAR PRADESH".

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OBJECTIVES:

The study was started with the following objectives:

(i) To find out the personality factors of the successful Principals in the different types of the Secondary Schools as a measure of their administrative success.

(ii) To find out the relationship between administrative success and the adjustment of the Principals in the different types of the Secondary Schools.

(iii) To find out the relationship between administrative success and the job satisfaction of the Principals in the different types of the Secondary Schools.

(iv) To find out the relationship between administrative success and the administrative experience of the Principals of the different types of Secondary Schools.

(v) To find out the relationship between administrative success and the risk taking behaviour of the Principals of the different types of the Secondary Schools.

(vi) To find out whether there are significant
differences in the administrative success, personality factors, adjustment, job satisfaction, administrative experience, and the risk taking behaviour on the basis of sex (i.e., Male & Female) of the Principals in the different types of the Secondary Schools.

(vii) To find out whether there are significant differences in the administrative success, personality factors, adjustment, job satisfaction, administrative experience, and the risk taking behaviour of the Principals on the basis of the location (i.e., Urban and Rural Areas) of the different types of the Secondary Schools.

(viii) To offer suggestions based on the findings and conclusions drawn from the present study.

**HYPOTHESES:**

The following hypotheses were proposed for testing:

(i) There are some of the personality factors of the successful Principals which are significantly related to the administrative success in the different types of the Secondary Schools.
(ii) There is a significant relationship between the administrative success and the adjustment of the Principals in the different types of the Secondary Schools.

(iii) There is a significant relationship between the administrative success and the job satisfaction of the Principals in the different types of the Secondary Schools.

(iv) There is a significant relationship between administrative success and the administrative experience of the Principals in the different types of the Secondary Schools.

(v) There is a significant relationship between administrative success and the risk taking behaviour of the Principals in the different types of the Secondary Schools.

(vi) There are significant differences in the administrative success, personality factors, adjustment, job satisfaction, administrative experience and the risk taking behaviour of the Principals on the basis of sex (Male and Female) in the different types of the Secondary Schools.

(vii) There are significant differences in the
administrative success, personality factors, adjustment, job satisfaction, administrative experience, and the risk taking behaviour of the Principals on the basis of location (Urban and Rural Areas) in the different types of the Secondary Schools.

DELIMITATIONS :

The present study was limited in the following respects:

(i) The present study was limited within the limits of the Moradabad Division which comprises of Moradabad, Bijnor, and Rampur districts of Uttar Pradesh.

(ii) The present study was concerned only to the Principals working in the different types of the Secondary Schools, viz., Private Schools, Government Schools, Central Schools, and Missionary Schools of the Moradabad Division.

(iii) The present study covered the Male and Female Principals of the different types of the Secondary Schools of the Moradabad Division.
(iv) The present study covered the Principals working in the different types of the Secondary Schools situated in the Urban and Rural Areas of the Moradabad Division.

(v) Finally, the present study was not open to any other factor/factors regarding the administrative success of the Principals in the different types of the Secondary Schools except mentioned in the objectives of the present study.

**TOOLS**

The following tools were used by the Investigator for the present study:

(i) **CATTELL'S 16 PF Questionnaire (Hindi version by KAPCOP).**

(ii) **Principal's Behaviour (Administrative Grounds) Questionnaire.**
    - By DR. Y.K. GUPTA AND INVESTIGATOR.

(iii) **Principal's Adjustment Inventory.**
    - By DR. RAM LAKHAN VISHNUKARMA & INVESTIGATOR

(iv) **Principal's Job Satisfaction Questionnaire.**
    - By DR. Y.K. GUPTA AND INVESTIGATOR.

(v) **Behaviour Prediction Scale (Measures of**
Risk Taking Behaviour).

- By Dr. V.K. GUPTA AND THAMIGATH.

(vi) Administrative Meritance was determined with the help of the records available and/or the information given by the Principals themselves in this record.

METHOD:

The Normative Survey Method was used in the present study.

SAMPLE:

The sample was randomly selected and it consisted of 34 Principals (Male & Female) and 504 Teachers working in different types of Secondary Schools situated in the Urban and Rural areas of the Moradabad Division. These aforesaid Teachers have rated the administrative success of their respective Principals.

FINDINGS:

The following are the findings of the present study:

1. The Principals working in the Urban areas were
found better in comparison to the Principals working in the Rural areas with regard to their administrative success.

2. There was no significant difference in the administrative success of the Male and Female Principals.

3. The Urban Male Principals were found better in comparison to Rural Male Principals with regard to their administrative success.

4. The Urban Female Principals were found better in comparison to Rural Female Principals with regard to their administrative success.

5. There was no significant difference in the administrative success of Urban Male and Urban Female Principals.

6. There was no significant difference in the administrative success of Rural Male and Rural Female Principals.

7. There were no significant differences in the Personality Factors of the Urban and Rural Areas Principals.

8. There were no significant differences in the Personality Factors (except Factors A, C, F, and Q₂) of the Male and Female Principals.

9. There were no significant differences in the Perso-
nality Factors of the Urban Male and Rural Male Principals.

10. There were no significant differences in the Personality Factors of the Urban Female and Rural Female Principals.

11. There were no significant differences in the Personality Factors (except Factors A, C, F, and O2) of the Urban Male and Urban Female Principals.

12. There were no significant differences in the Personality Factors (except Factors C and F) of the Rural Male and Rural Female Principals.

13. The Principals working in the Urban areas were found better adjusted in comparison to the Principals working in the Rural areas.

14. The Female Principals were found better adjusted in comparison to the Male Principals.

15. The Urban Male Principals were found better adjusted in comparison to the Rural Male Principals.

16. The Urban Female Principals were found better adjusted in comparison to Rural Female Principals.

17. The Urban Female Principals were better adjusted in comparison to the Urban Male Principals.

18. The Rural Female Principals were better adjusted in comparison to the Rural Male Principals.
19. The Principals working in the Urban areas were found more satisfied with their job in comparison to the Principals working in the Rural areas.
20. There was no significant difference in the job Satisfaction of the Male and Female Principals.
21. The Urban Male Principals were found more satisfied with their job in comparison to the Rural Male Principals.
22. The Urban Female Principals were found more satisfied with their job in comparison to the Rural Female Principals.
23. There was no significant difference in the Job Satisfaction of the Urban Male and Urban Female Principals.
24. There was no significant difference in the Job Satisfaction of the Rural Male and Rural Female Principals.
25. The Principals working in the Urban areas were found better as they were having long administrative experience in comparison to the Principals working in the Rural areas.
26. There was no significant difference in administrative experience of the Male and Female Principals.
27. The Urban Male Principals were found better as they were having long administrative experience in comparison to the Rural Male Principals.

28. The Urban Female Principals were found better as they were having long administrative experience in comparison to the Rural Female Principals.

29. There was no significant difference in the administrative experience of the Urban Male and Urban Female Principals.

30. There was no significant difference in the administrative experience of the Rural Male and Rural Female Principals.

31. The Principals working in the Urban areas were found to take more risk in comparison to the Principals working in the Rural areas.

32. The Male Principals were found to take more risk in comparison to the Female Principals.

33. The Urban Male Principals were found to take more risk in comparison to the Rural Male Principals.

34. There was no significant difference in the Risk Taking Behaviour of Urban Female and Rural Female Principals.

35. The Urban Male Principals were found to take more risk in comparison to the Urban Female Principals.
36. There was no significant difference in the Risk Taking Behaviour of Rural Male and Rural Female Principals.

37. There was no significant relationship between administrative Success and Personality Factors of the Principals (except Factor B in Urban Female Principals) in all the groups and sub-groups.

38. There was significant positive relationship between Administrative Success and Adjustment of the Principals in all the groups and sub-groups.

39. There was a significant positive relationship between Administrative Success and Job Satisfaction of the Principals in all the groups and sub-groups.

40. There was a significant positive relationship between Administrative Success and Administrative experience of the Principals in all the groups and sub-groups.

41. There was a significant negative relationship (except in the case of Urban Principals and Urban Female Principals) between Administrative Success and Risk Taking Behaviour of the Principals in all the groups and sub-groups. The negative relationship indicated if risk taking behaviour increases
the Administrative Success of Principals decreases or vice-versa.

42. There was no significant relationship between Adjustment and Personality Factors (except Factor C in Urban Principals, and Factors H, L, and Q4 in Urban Female Principals) of Principals in all the groups and sub-groups.

43. There was significant positive relationship between Adjustment and Job Satisfaction of the Principals in all the groups and sub-groups.

44. There was significant positive relationship between Adjustment and Administrative Experience of the Principals in all the groups and sub-groups.

45. There was significant negative relationship (except in the case of Female Principals, Urban Principals, Urban Male Principals, Urban Female Principals, and Rural Female Principals) between Adjustment and Risk Taking Behaviour of Principals in all the groups and sub-groups. The negative relationship indicated that high risk taking Principals have very poor adjustment.

46. There was no significant relationship between Job Satisfaction and Personality Factors of Principals (except Factor B in Urban Female Principals) in
all the groups and sub-groups.

47. There was significant positive relationship between Job Satisfaction and Administrative Experience of the Principals in all the groups and sub-groups.

48. There was significant negative relationship (except in the case of Urban Principals, Urban Male Principals, and Urban Female Principals) between Job Satisfaction and Risk Taking Behaviour of Principals in all the groups and sub-groups. The negative relationship indicated that high risk taking Principals were less satisfied with their job in comparison to those Principals who took minimum possible risk and were well satisfied with their job.

49. There was no significant relationship between Administrative Experience and Personality Factors of Principals in all the groups and sub-groups.

50. There was significant negative relationship (except in the case of Urban Principals, Urban Male Principals, and Urban Female Principals) between Administrative Experience and Risk Taking Behaviour of Principals in all the groups and sub-groups. The negative relationship indicated that the Principals having long administrative experience preferred to take minimum possible risk while high risk taking
Principals have not the longer administrative experience.

51. There was no significant relationship between Risk Taking Behaviour and Personality Factors of Principals in all the groups and sub-groups except Factor A in Total Sample, Urban Principals and Rural Female Principals; Factor A and N in Female Principals; Factor C in Rural Principals; and Factors B and Q2 in Female Principals.

**Suggestions:**

The investigator could realize after completing the present study that there was an area which pointed out several aspects to study. There was a need for new studies to be undertaken in this area. These researches could cover several aspects with certain new dimensions. Some of the important suggestions which the investigator feels to be mentioned here are as follows:

First of all, the investigator wishes to explain that studies related to the administrative success of the Principals have a lot of scope with
regard to its definition and concept. There are studies where this concept has been defined and measured. The present study also has defined it and measured it in a particular way. However, the investigator was not satisfied with the way it has been defined and measured. In the present study, the administrative success was defined in terms of the perceptions of the teachers about the Principals. Another criteria would have been the validation of this concept. Few more studies may be conducted which aim at only identifying characteristics of Principal's administrative success. Hence, a need is supposed to exist to work in this direction.

In the present study, the administrative success of the Principals was studied as related to some other variables, viz., Personality Factors, Adjustment, Job Satisfaction, Experience (Administrative), and Risk Taking Behaviour. In most of the cases the relationship was significant (negative relationship in case of risk taking behaviour) except in the cases of personality factors and in certain cases with risk taking behaviour where the relationship was not significant. Despite of all these things one may not conclude it positively about the significance of the results
as an indication of the administrative success of the Principals. In cases where the results were not significant for some variables, the Principals were found to be equally successful in their administration, e.g., personality factors and risk taking behaviour of Principals though not providing significant values of correlations but the Principals were having better administrative control. Hence, it appeared that conclusions were not final and findings of the study were only suggestive. So, more specific and perfect method be invented.

The prediction of Principal's administrative success in the present study was made through simple correlational technique. This, no doubt, reveals the kind of relationship that may be existing between these variables. But this linear relationship assumes that each variable has uniformly the same relationship at all levels of other variables. For example, Principal's job satisfaction was found significantly related to the administrative success. This being the linear relationship means that Principal's job satisfaction affects the administrative success at all its levels in the same way, while the fact may be that it might be opera-
ting differentially at different levels. Hence, a better design of statistical analysis would be factorial design of experiment to study the interaction effect. It is, therefore, suggested that in future, studies using factorial design of experiment be conducted.

In the present study, the Principals of Secondary Schools were selected but the concept of administrative success is also more important in case of Principals of degree colleges affiliated to various universities. The Principals of degree colleges have to manage larger number of teachers, students and community members. The administrative situation is much complex and intricate in this case as compared to that of the Principals of Secondary Schools. It may be of great interest to repeat the present study on a sample of the Principals of degree colleges to analyze whether the results are similar or different to those of the Secondary School's Principals.

EDUCATIONAL IMPLICATIONS:

The administrative success of the Principals is not absolute. It is a relative term and is influe-
nceed by certain variables. Such type of the studies like the present one are helpful in finding to some extent a successful and dynamic Principal. It is the Principal who is responsible for the over all image of the institution. The Principal's behaviour in relation to certain variables like adjustment, job satisfaction etc. is indicative for the circumstances where one may get success or failure. So, to study such variables is important and such studies related to the administrative control emphasizes about the abilities which ought to be considered while appointing a Principal. Hence, the present study holds its own significance and contains a great deal of educational implications.

**LIMITATIONS** :

(a) Due to paucity of time, the study was restricted to the Principals of Secondary Schools and that too of Moradabad Division only. It could have been more useful and interesting if the sample could be taken on inter state basis and also the Principals of degree colleges would have also been included.
(b) The number of Principals was too small for fairly stable correlations to be obtained in between the different variables. A study with much bigger sample of dependable magnitude comprising of sufficient number of Principals according to sex and location would have added to the credibility of the findings and implications of this study.

(c) Obviously, the study suffered from all limitations which its tools might have been suffering from.

SUGGESTIONS FOR NEEDED RESEARCH:

The administrative success of the Principals is an important aspect which is related to a number of variables. Hence, some of the topics related with the present study are being suggested as under:

(a) A study of the administrative success of the Principals in relation to the different organizational climates.

(b) A study of the administrative success of the Principals as related to their leadership behaviour.
(c) A study of the administrative success of the Principals as related to the creative thinking and family background.

Besides, there are several aspects which need to be studied in detail. It would be better to deal with such variables which are more contributing for a successful Principal.

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