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Effect of Administrative Behavior on Formation of Attitude:A Study of Secondary School

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Abstract

An Administrator is one who guides and directs other people. He interprets the objectives of the group and guides it towards their accomplishment. Because he has otters subordinate to him and subject to his command, the leader must give their efforts a direction and purpose. Managers at all levels must perform the function of leadership to lead the subordinates towards a define direction. In fact, leadership is an essential element of managing for influencing people to achieve mutually compatible goals. It is a psychologic process of influencing followers or subordinates and providing guidance to them. It is always related to a situation which means a leader may be effective in one situation while ineffective in another. To be effective, a leader should change his Administrator style depending upon the requirements of the situation.
Keywords: Administrative behavior, attitude, Leadership

Introduction

Administrative Theory, aims at introducing the discipline of public administration to you. It explains the meaning and characteristics of the discipline of public administration, as an aspect of governmental activity is very old. It is as old as human history. In European languages, the term public administration began to creep in during the seventeenth century to separate the absolute monarch's administration of public affairs from his management of his private household. It was a period when the church was separated from the state and the government was superimposed on all other societal institutions with in a definite territory. In every society there are some activities like maintenance of law and order and defense which have to be undertaken in public interest. Public administration as a system of organization is mainly concerned with the performance of these activities. Political decision makers set the goals for the political system. It is the business of public administration to work for the realization of these goals. At the present stage of man's evolution, public administration has proved to be indispensable. The scope of public administration has expanded with the rise of the modern administration state. Its growing importance in the conduct of human affairs is evident in the birth of numerous public laws, growth of public profession, accumulation of hung arms and increasing coverage of taxes and public expenditure. The domain of state functions is almost all – comprehensive in socialist countries. Even the capitalist states have expanded their function under compulsions of welfare considerations. The post-colonial 'third-world' countries have embarked upon development administration to speedily bring about state sponsored socio-economic reconstruction.

Administrator

Administrator style is the quality of behavior of a person whereby he is able to persuade others to seek group goals enthusiastically. It is the influence relationship in which one person (the leader) influences the behaviour of other (the led or followers) in a given situation to work together on related takes to attain what the former desires. Administrator ship is that part of a manager's job by which he influences the behaviour of his subordinates toward the desired goals.

According to secondary education commission-"The reputation of the school and the position it holds in the society depends on a large measure on the influence that he (headmaster) exercises over his

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colleagues, the pupils and the general public."

According to Muhiayudin Sultan- "No school can succeed if the teacher in it work as individuals and not as group .But just as every group needs a teacher so also not school there must be a leader who would stimulate and direct its work."

"Leadership is the inter- personal influence exercised in a situation and directed through communication process towards the attainment of specified goals".Robert Tannenbaum

"Leadership is a process of influence on a group a particular situation at a given point of by time in a specific set of circumstances that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provided."- James gibbon

Leadership is the process of influencing the behavior and work of others in group effort towards the realization of specified goals in a given situation. In other words, leadership is a function of three factors: (i) the leader, (ii) the led followers, and (iii) the situation. From this it follows that managerial leadership is the process of influencing a group of subordinates to attain organizational objectives. It implies pursuit of common goals under the advice and guidance of the leader in the interest of individuals and the group as well as for the benefit of the organization. The interaction between the leader and his followers is based on inter- personal relations.

Leadership is a Process of influence

Leadership is a process whose important ingredient is the influence exercised by the leader on group member.

A person is said to have an influence over others when they are willing to carry out his wishes and accept his advice. Guidance and direction. Successful leaders are able to influence the behavior, attitudes and beliefs of their followers.

The style of leadership depends upon the nature of the followers or subordinates : as cist well know leadership involves motivation people to strive willingly to attain organizational objectives leaders are considered successful when they are able to subordinate the individual interests of the employees to the general interested for the organization a successful leader allows his subordinates to have their individual goals set by them in such a way that they do not conflict with the organizational objectives. When this congruency is achieved workers act enthusiastically to achieve these goals.

Leadership is Related to situation

When we talk of leadership, it is always related to a particular situation, at a given point of time and under a specific set of circumstances. That means leadership styles will be different under different circumstance. At one point of time the subordinates may accept the autocratic behaviour of the leader while at a different point of time and under a different situation, only participative leadership style may be successful. That is why, it is said that leadership is always particular and not general.

Functions of an Administrator

The functions of anAdministrator may be described as follows:

Setting Goals

A Leader provides guidance to the group by setting and explaining goals to his subordinates. He acts as a guide of his followers by setting the main goals of the group.

Organizing

The leader creates and moulids the organization by assigning roles appropriate to individual abilities. He shapes the character of the group, shows the way and leads it towards the goals.

Motivation

A leader creates and sustains enthusiasm among the followers. He inspires them to perform the allotted tasks with confidence and zeal. He establishes a motivational system that enables people to meet both organizational and personal goats.

Coordination

A leader reconciles individual and common objectives. He resolves internal conflicts and creates a community of interests in the group. His main task is to develop voluntary cooperation and to foster mutual understanding and teamwork.

Representation

A leader represents the group to his superiors and peers. An effective leader is the guardian of the interests of the subordinates. He is the personal embodiment of the impersonal organization, inside and outside the organization. He also defends the integrity of the group by reconciling different viewpoints of group members.

Control

The leader maintains order and discipline and creates positive response on the part of members of the group. Control also involves management of internal conflict. In the words of Drucker, "the first test of a leader's competence is its ability to keep people working with minimum of disruption and the maximum of effectiveness."

Types of Leaders

Various kinds of leaders are found in different spheres of life .Alford and Beattyhave classified them into the following categories:
1. Autocratic leaders: Such a leader dominates and drives his group through coercion, command and the instilling of fear in his followers.
2. Democratic leaders: A democratic leader is one who acts according to the wishes of his followers. He follows the majority opinion as expressed.
3. Institutional Leaders: An institutional leader holds his position because of force of prestige attached to his office.
4. Charismatic Leaders: Charisma is a leadership trait that can help influence employees to take early and sustained action.
5. Transformational Leaders: A transformational leader is one who inspires organizational success by profoundly affecting follower's beliefs in what an organization should be, as well as their values, such as justice and integrity.
6. Transactional Leaders: Transactional leadership involves exchange relationship between the leader and the followers. Traditional theory of leadership is transactional in nature.

Need of the Objective

Education is one of the largest enterprises undertaken for the purpose of the development and growth of the individual and to meet the needs of society. It involves the activity of a large number of people, students, teacher's parents and the public. For such a big enterprise, we needs a sound machinery to run it and effective principles to secure efficiency. There is need for the cooperative activity of all participants in the educative process for the achievement of its goals. It is the task of administration to set up such a machinery and make it work smoothly and effectively. The scope of educational administration, therefore, extends to a vast area and a large variety of activities. The present study is finding the effect of administrative behaviour and formation of attitude of Teachers, Parents and Students towards administration.

Research Questions

1. Is there any effect of administrative behaviour on the formation of attitude of school teachers (Government & Private both)?
2. Is there any effect of administrative behaviour on the formation of attitude of government school teachers?
3. Is there any effect of the administrative behaviour on the formation of attitude of private school teachers?
4. Is there any effect of the administrative behaviour on the formation of attitude of parents?
5. Is there any effect of administrative behaviour on the formation of attitude of the school students?

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Delimitation of the study –

1. The study was delimited to the 18 school of Mahendergarh district of Haryana
2. Sample for the study was delimited to school teachers.
3. Study was delimited to 100 teachers, 100 Students and 100 Parents of Mahendergarh

Research Gap

Various studies are conducted on the related areas of the present research areas. The researcher has visited to different university, search web pages and journals to find out the work done in this area. Researcher explore that a study conducted on the relationship between school principals' leadership behavior and the development of professional learning communities in school with teacher study group. This study examined the strength and the direction of the relationship between principal leadership behavior and the development of professional learning communities specifically teacher study groups. A study on the examination of the relationship among secondary principals leadership behavior school climate and student achievement in an urban context school principal's leadership is key to successful school reform as is increased student achievement. This non experimental ex post facto study tested relationship among secondary school principals leadership behaviors school climate and students achievement. Results revealed no significant relationships among the five leadership behaviors and student's achievement were marginally significant. A study on the effects of gender, length of experience and age on the leadership behavior of principals. The results showed gender does not affect the leadership behavior of the principals. It was found that more experienced principals showed effective leadership behavior in comparison to their less experienced counter parts. Principals belonging to higher age group also showed effective leadership behavior. Another study is on "relationship between the school principal leadership style and teachers' job satisfaction in Serbia". The principal leadership style in a working process, which influences all school relevant performances. Teachers' job satisfaction refers to the affective attitude of teachers towards their role, derived from the evaluation of characteristics of the job itself. The aim of this research is to define relationship between school principal style and teachers' satisfaction. Results indicate that the school principal leadership style influence teachers satisfaction. Principals that are people oriented positively influence teacher 'satisfaction in the areas school development management relationship with colleagues and teamwork. Next study is on effective principal leadership behavior: the student perspective. The primary focus of this exploratory research was to examine student's perspectives on effective principal leadership behavior. The secondary purpose of this study was to examine perceptions from educators and students perspectives and thirdly to determine the congruence between these perspective. Key findings which emerged uncovering educators and student's perspective of the effective leadership behavior of the participating principal; the lack of congruence between educators and students perspectives and four themes revealed through an analysis of students' interview data were found in contemporary models of effective principal leadership behavior. Student voices identified leadership behaviors which improve student's achievement. One study is on the comparison of private and public school principals' curriculum management behaviors. The most important goal of the learning and teaching actives carried out in the schools is to transform the necessary knowledge skills and behavior to student who are the indispensable input of the education system in order to cultivating them for society in a healthy and adequate way. A study on "research on leadership behavior of educational administrators". Where leaders motivate the members of an organization to get there best efforts and achieve organizational objectives. Next is a study on leadership behavior of head of secondary school & academic achievement of students in mathematics. A study on a comparative studies of the impact of principal's leadership style in the job satisfaction of teachers. A study on principal's leadership behavior as a determinant of effectiveness of secondary school at Nigeria University of ado-ekiti Nigeria". A study on school principal-leadership qualities & capacities institute of principal ship studies. A study on survey research of leadership styles of elementary school principals. A study on relationship of principal's leadership behavior to academic achievement and

school improvement efforts. A study on analyzing the leadership behavior of school Principals. A study on Principals' distributed leadership behavior and their impact on student's achievement in selected elementary schools in Texas. A study on Transformational leadership and collective efficacy: the moderating roles of collaborative culture and teachers self – efficacy. The purpose of this study was to investigate the direct relationship of transformational leadership practices with collective teacher efficacy and the indirect relationship of transformational leadership with collective teacher efficacy via the self – efficacy of teachers and collaborative school culture. A study on the perceptions of primary school teachers on principal cultural leadership behaviors, and examine the opinions of the participating teachers according to the various occupational characteristics. These studies shows that the current study is relevant for research because in most of the studies students and parents are not involved.

Methodology

The study is employing survey method of research. The present work on identifying the teacher, parents and students' attitudes towards educational administration.Simple random sampling is used by the researcher and the area was of Mahendergarh District. Researcher has taken teachers, students and their parents from 18 schools of Mahendergarh district. Some schools are private and some are government.

Sampelling

The sample of 100 teachers, 100 Students and their 100 Parents were taken from the 18 (Eighteen) schools of Mahendergarh district.A sample of 100 was taken where 50 are from government schools and 50 are from Private schools has been selected for the research purpose of Mahendergarh District.

Tools Used

a) Attitude towards educational administration developed by Dr. T.R.Sharma Punjabi University Patiala published by national psychological corporation Agra.

Analysis and Interpretation of Data

Table: Interpretation of levels of attitude towards administration

Sr. No.	Raw Score Range	Category	Interpretation of level of Attitude
1	64 and more	A	Extremely High Positive Attitude
2	58-63	B	Very High Positive Attitude
3	51-57	C	High Positive Attitude
4	43-50	D	Moderate Positive Attitude
5	36-42	E	Low Negative Attitude
6	30-35	F	Very Low Negative Attitude
7	29 and less	G	Extremely Low Negative Attitude

Research Questions

Is there any effect of administrative behaviour on the formation of attitude of school teachers (Government & Private both)?

Variable	N	Mean	Std. Deviation
Administrative Behaviour of Government Teachers	100	29.36	

No. of	Interpretation of level of Attitude

Responses	
0	Extremely High Positive Attitude
0	Very High Positive Attitude
2	High Positive Attitude
10	Moderate Positive Attitude
14	Low Negative Attitude
24	Very Low Negative Attitude
50	Extremely Low Negative Attitude

Research Question 2 Is there any effect of administrative behaviour on the formation of attitude of government school teachers?
Table No.

Variable	N	Mean	Std. Deviation
Administrative Behaviour of Government Teachers	50	30.68	9.48

Table showing the mean score of administrative behaviour of teachers working in government schools. In this table mean score and standard deviation of government teacher are respectively 30.68 and 0.48. The mean score shows that teachers working in government school have Very Low Negative Attitude towards administration. As per the research question there is very low negative effect of administrative behaviour on the formation of attitude of government school teachers.

Research Questions 3 Is there any effect of the administrative behaviour on the formation of attitude of private school teachers?

Variable	N	Mean	Std. Deviation
Administrative Behaviour of Private Teachers	50	28.10	11.28

Table showing the mean score of administrative behaviour of teachers working in private schools. In this table mean score and standard deviation of government teacher are respectively 28.10 and 11.28. The mean score shows that teachers working in private school have Extremely Low Negative Attitude towards administration.As per the research question there is Extremely Low Negative Attitude of the administrative behaviour on the formation of attitude of private school teachers.

Research Questions 4 Is there any effect of the administrative behaviour on the formation of attitude of parents?
Parents when admitted their child in any of the school they keeps very high values for the school administration. They want every facility for the all-round development of their child. In the present study researcher tries to define and take out the abstract that really in which field parents wants improvement. For this purpose researcher has given sixteen areas for consideration. these areas are Course Curriculum Department, Getting Admission Of My Ward Here Is A Matter Of Pride, The School Has Good Number Of Programmers To Offer, The Admission Process Is Fair, The Physical Facilities Of School Are Good, The Teaching Facilities Are Good, School Observes Transparency In Its Processes, My Ward Is Happy With Course Chosen & Its Curricula As Hobby, The Teacher Are Supportive To Learning Experience, The Support Staff And School Administration Is Cooperative, Library & ICT Facilities Are Good, My Ward Is Encouraged To Participates In Extracurricular Activities, The Health Centre, My Ward Speaks High About The School At Home, The

School Contributes To The Society And Has A Positive Impact In Our Lives, I Would Like To Recommend This School To My Relatives & Friends. In most of the areas the parents are moderately satisfy but they are not giving any suggestion in writing to the administration. But they suggest during Parents Teacher Association Meeting to the teachers. The detail interpretation is as follows in the form of item analysis.

Research Questions 5 Is there any effect of administrative behaviour on the formation of attitude of the school students?

When students admitted in any school they keeps very high values for their teachers. They have all expectations from their teachers. The researcher has taken class 8th and class 9th students because they are enough mature that what is good and bad for them. Therefore the seventeen areas were given to the students to judge the school curriculum transition system. The areas where students are satisfied are Quality of Existing Curriculum, Hours/Credits Prescribed For The Programme, Assessment/ Examination/ Evaluation, Common Infrastructure Facilities In The School, Classroom Facilities In The School and Laboratory Facilities In The School The areas where students are dissatisfy are Hostel Facility In The School, Sports Facility In The School, Basic Medical &First Aid Facility In The School, Extracurricular Activities In The School, Seminar Rooms/Auditoriums In The School, Canteen Facility In The School, Students Support And Welfare In The School, Library In The School, ICT Facility In The School (Computers/Internet/Audio-Visual Etc), Transport & Parley Faculties, Grievances & Feedback. Students sometimes complaints but most of the times they do not aware that to whom they should say. The detail interpretation is further added.

Major Findings

1. Table showing the mean score of administrative behaviour of teachers working in government schools. In this table mean score and standard deviation of government teacher are respectively 30.68 and 0.48. The mean score shows that teachers working in government school have Very Low Negative Attitude towards administration. As per the research question there is very low negative effect of administrative behaviour on the formation of attitude of government school teachers.

2. Table showing the mean score of administrative behaviour of teachers working in private schools. In this table mean score and standard deviation of government teacher are respectively 28.10 and 11.28. The mean score shows that teachers working in private school have Extremely Low Negative Attitude towards administration. As per the research question there is Extremely Low Negative Attitude of the administrative behaviour on the formation of attitude of private school teachers.

Conclusion

The present study has an educational implication in a real sense. The study has educational implication for teachers, students and educational administration etc.

Educational administrative effectiveness is increasing every day. It requires strong planning skills, sound judgment, effective communication, and empathy. If we focus on school administrative relations between principals, students and teachers than we find that there should be cordial relationship among the stake holders. This study examines the active collaboration between government and privet school teachers, parents and students. The performances is measured by the achievement of the students. It has been observed that the principal has a great skills to creating an enrich teaching-learning environment. Being a leader of the school, he can create effective school culture. In the context of educational climate he makes decision making, organizational change, manages conflict and motivates students for the healthy future life education is an update process and has changing organizational climate which makes effectiveness which only comes through if principal of a school has the ability of proper guidance. The experienced principal can make and create a good environment and academic excellence in school. The present study is helpful for developing good cordial relationship among administrator and teachers. This study effects their behavior because in the findings of the study administrative behavior of government and private schools principals is reflecting the actual situation.

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Teachers can improve their behavior and can give their best suggestions and requirement for the purpose of teaching learning process. Teacher's leadership is a very powerful engine for the success of any schools. And an inspired teacher always works for the betterment.

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