

Name of the Scholar : **Mona Malhotra**

Name of the Supervisor : **Prof. Ilyas Husain**

Department : **Department of Educational Studies,
Jamia Millia Islamia, New Delhi-110025**

Title of the thesis : **A STUDY OF PRINCIPALS' DECISION
MAKING STYLE AND ITS RELATIONSHIP
WITH TEACHERS' PROFESSIONAL
GROWTH AND ORGANIZATIONAL HEALTH,
IN GOVERNMENT AND PRIVATE SCHOOLS**

ABSTRACT - FINDINGS

The investigation resulted in the following findings:

1 The principals perceive themselves to be different in their decision making styles. 42% of all school principals perceive themselves to be Heuristic decision makers, 24% Routine decision makers and 34% perceive themselves to be Compromise style decision makers.

It was hypothesized that there is no significant difference between the decision making style of the principals of Government and Private Schools. However the results show that amongst Government schools' principals, 38% follow Heuristic style, 27% follow Routine Style & 35% follow Compromise style of decision making, whereas amongst the Private schools' principals, 46% follow Heuristic style, 21% follow Routine style & 33% follow Compromise style of decision making.

It is implied that the principals of private schools are somewhat more creative in their decision making compared to government schools. There is no rigid hierarchical structure in their schools. There is freedom for the faculty and the emotional and social tone in their schools is relatively relaxed.

2 There was another hypothesis formulated by the researcher that there is no significant difference in the mean scores of Organizational Health between government and private schools. However, it is found that with the mean scores of private schools as 4.47 which was found to be higher than the mean scores of government schools as 4.36. There is a significant difference in organizational health of government and private schools at 0 .01 level of significance.

It is also implied that private schools have better organizational health as compared to the government schools.

3 Under hypothesis 3, it was stated that " there is no significant difference in the mean scores of professional growth of teachers between government and private schools"; the result of the study here indicates that mean score of professional growth of teachers of private schools is 3.94 and that of government schools is 3.71. It is found that mean scores differ significantly at 0.01 level of significance. This implies that professional growth of teachers of private schools is higher than that of the teachers of government schools.

4 For the hypothesis that "there is no significant relationship between various Decision making styles of principals and teachers professional

growth”, it was found that Heuristic decision making style has positive relationship with teachers’ professional growth of government as well as private schools, which is significant at 0.01 level of significance. On the other hand, Routine and Compromise styles of decision making of principals have no significant relationship with teachers’ professional growth of private schools whereas, Routine style of decision making of principals has negative correlation with teachers’ professional growth of government schools at 0.01 level of significance.

5 The researcher has formulated another hypothesis that there is no significant relationship between decision making styles of principals and schools’ organizational health, but the results of the study show that Organizational health of schools has positive correlation with heuristic decision making style of principals, significant at 0.01 level of significance. Routine style of decision making of principals has negative correlation with organizational health significant at 0.01 level of significance. Similarly, Compromise decision making style of principals has negative correlation with organizational health, significant at 0.01 level of significance.

It is therefore, clear that Heuristic style of decision making of principals is conducive to the organizational health of the schools.

6 Under Hypothesis 6, it was stated that there is no significant relationship between professional growth of teachers and organizational health of government and private schools. However, it is found in the research that Teachers’ professional growth of government schools has a positive correlation with Organizational health with Coefficient of correlation to be 0.56, which is significant at 0.01 level of significance. Similarly it was found that the relationship of teachers’ professional growth with organizational health of private schools had a coefficient of correlation at 0.52 which is significant at 0.01 level of significance. Research findings further reveal that Teachers’ professional growth of all schools taken together has positive relationship with organizational health. This clearly depicts that in healthy organizations, teachers also grow professionally.

7 It was also hypothesized that there is no significant relationship between decision making style of principal with respect to the type of school and experience as principal. However it is clearly gleaned from the research findings that there is a significant difference between decision making styles of principals of government and private schools. Study shows that Heuristic style of decision making differs significantly between Government and Private school principals, with a t-value of 2.61 at 0.05 level of significance. Similarly it is also inferred that there is a significant difference between government and private schools with respect to Routine style of decision making of principals with t-value of 2.22 at 0.05 level of significance.

Under Hypothesis 7(b), it was stated that there is no significant relationship between experience of a principal as Principal and their decision making style, in government and private schools. The research findings seem to support this hypothesis and it is observed that there is no significant relationship between principals’ decision making styles and their experience as principal, in government and private schools alike.