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## A Study of factors Influencing Decision Making of Secondary School Teachers

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### (1)Introduction:

“Contemporary thinking about the nature of administration, both with and out of education, places decision in a central position. It may be, decision making is the core process of administration to which all other activities can be subordinated or it may be that administration and decision making are synonymous,” quoted by Robert G. Owens(1970). This focus on decision making as a vital element of administration has produced a large body of literature including scholarly speculation and research for better understanding.

There are very few persons in the world who have higher duties and responsibilities than those of school principals. This statement is completely true, because nation is not built in legislative assemblies and factories etc. but in schools. In schools, those citizens of future are made on whose shoulders lies the responsibility of accomplishing the works of society, nation and the world. In this way, there comes a very important responsibility on the principal. It is but natural that there arises a question- what are the duties and responsibilities of a principal? His first and foremost duty is regarding attainment of ultimate objectives of education. The chief duty of a school is to achieve maximum of the objectives which have been fixed by keeping requirements, ideas and desires of the society in mind.

The principal is not the leader of the school only but he is the leader of the society or community. School is a social institution which should present the ideal form of the community it represents. Being a leader, it is necessary for the principal that he should take school to the community and bring society to the school. He should study social conditions and expectations of the society and should make relentless efforts for the realization of the requirements of the society. He should endeavor for establishing maximum cooperation between the school and society. Thus the school principal is that link which establishes sweet relations between society and school. The school principal, by skillful direction, does not become helpful in fulfilling the requirements only of the society, but also represents the ideal form of society in the school. He pushes the society ahead on the path of progress.

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Now a day's principals and administrators are facing many problems in making decisions. There are many factors which influence decision making of principals like teacher union, student union, clerical union, political process, antisocial elements etc.

**Herbert A Simon (1961)** pointed out that organizations are based on not one but two modes of division of labor and specialization. Here the division of labor is based on power, rather than work. In this way, the whole organization can be viewed as an effective tool, with general policy making concentrated at the top, and policy specifications carried out by the middle-ranks and the actual work performance carried out by the lower ranks. This division of policy making and performance is a common mode of efficient allocation of decision making and work.

Decision making is a complex phenomenon involving an intricate relationship of situational organizational and personal variables, thus making it difficult, to develop a concise explanatory model. Even so, most theorists recognize the importance of decision making to the functioning of an organization and have attempted to ascertain its significant elements.

In a nonprofessionally staffed organization the administrative hierarchy dominates the making and execution of crucial decisions. But in a professional organization there are two types of authorities. The central one is based on professional qualifications and secondary one includes non professional supporting services (administrative, clerical, custodial and maintenance etc.). In the professional organizations only supporting services can be organized into a bureaucrat hierarchy in which administrative authority dominates the decision making process.

A decision or judgment in a human cybernetic central system corresponds to a determinate action in the physical domain of the individual. It establishes new conceptual boundaries which reorder all values or variables. It reorders the perceptual conceptual universe by rendering the input-output value hierarchy and all relationships within it. A decision affects a closer of the system in the same respects. A relatively irreversible transformation of a cybernetic control system is effected when a determinate or binding decision or value commitment is made.

A personal decision is indeterminate in meaning and inflicts when it is understood, personally initiated, implemented and controlled and when it is too costly for the individual or his environment to reverse the decision fact. The same conditions define the determinate characteristics of a social decision. A social decision is determinate when it is understood, deliberately initiated, implemented,

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and controlled by the entire organizational system and when it is too costly for the organization and or its clients or environment to reverse it.

Reits (1977) suggested that although management is sometimes called the art and / or science of decision making such a definition is too narrow in that it tends to ignore other essential elements of decision making which he saw as involving the decision maker, the problem the environment, the decision process and the decision itself.

His discussion of each of these elements addressed many of the issues of concern to a number of organization theorists and he blended them together in a comprehensive analysis of the decision making process which he claimed is frequently confused by a lack of differentiation between normative and explanatory models. Whereas a normative model prescribes the way in which decisions should be made, a descriptive model attempts to describe the way in which decisions are actually made.

The success of an educational institution depends upon its principal. He occupies an important position in the formal organization of the educational system. The principal has been and continues to be a pivotal position in the scheme for managing school. He is the leader and he must be prepared to give the lead to teachers and school members.

Much work has been done on the principal's participation abroad but the aspect of factors influencing decision making is lacking in India. Only limited studies have been conducted this aspect. Hence elaborate present investigation is being done on this aspect.

## **(2)Need and Importance of the study:**

The selection of the problem has been governed by the following criteria:

1. Originality.
2. Significance.

So far as the first criterion is concerned, the investigator made a personal review of the "Dissertation Abstracts International" and a Ph.D. thesis that have been submitted by research scholars of Meerut University. The investigator found that there was a lot of work on decision making abroad but little work has been done in India. No project has been undertaken to explore specially the study of "Factors Influencing Decision Making of Secondary School Principals". So there is a fair

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amount of dearth in this area. Keeping these points in mind, researcher has tried to use appropriate tools to find out effective outcome.

Education is purposeful activity. Decision making plays an important role in the context of education. As regards the second criterion, the study will help secondary school principals in the process of decision making. They can understand the factors influencing the decision making process.

In Present days, corruption is wide spread everywhere in the society and it has occupied its place in institutions; and students, teachers, and even principals, have not remain untouched. There are very few people in society who possess higher responsibilities than a principal. The principal is the leader of the institute. He has the sole responsibility for the betterment of society. Due to corruption, it is usually seen that nepotism, political pressure also have effect on the decisions of the principals. Hence, having these points in my study, I would try to focus on bad out comes from them. On other hand students have also not remained untouched from politics. They spend their valuable time in college election and take part in political affairs. I would like to try to know how the decision of principal gets affected through various factors. Its effect may be positive or negative. Since decision making power is intimately related with discipline, it is necessary to study how the mistakes and shortcomings can be removed.

The teachers and principals are intimately related to one another. The principal does his work like a captain of the team. So the principal enjoys the result of the good deeds but the curse of the bad deeds also fall upon his head. The principal expects co-operative behavior and friendly working atmosphere from the teachers. If the teachers do not co-operate with the principal, his or her victory would be doubtful. His or her working style would be highly influenced by the teachers.