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A Study on Job Satisfaction and Attitude towards Educational Administration of Administrative Behavior of Secondary School Heads

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Introduction:

Administrative Behaviour

The administrator's behaviour is responsible for providing the leadership in school that results in establishing common goals for the entire school staff

Educational Administration

Dictionary of Education by Good defines educational administration as "All those techniques and procedures employed in operating the educational organisation in accordance with established policies is defined as administration.

Objectives of the Study:

- 1) To study the relationship between Job satisfaction and attitude towards educational administration of administrative behavior of urban secondary schools heads
- 2) To study the relationship between Job satisfaction and attitude towards educational administration of administrative behavior of rural secondary schools heads

Variables of the Study:

Dependent Variable:

Administrative Behavior

Independent Variables

Job satisfaction

Attitude towards Educational Administration

Moderate Variables

Location (Rural / Urban)

Tools Used:

1. **Administrative Behaviour Scale** The administrative behaviour scale standardized by Dr. (Smt.) Haseen Taj in the year (1998)
2. **Job Satisfaction Scale** The job satisfaction scale standardized by Dr. Amar Singh and Dr. T.R. Sharma in the year (1999).
3. **Attitude towards Educational Administration (ATEA)** The attitude towards educational administration scale constructed by the researcher.

Population and Sample:

The most important factor in determining the general ability of research results is the selection of sample used in collecting the research data. A total number of 319 secondary school Headmasters from Belagavi, Bagalkote, Vijayapura district were selected using random sampling technique as it was thought to be the most convenient one. It represents a total sample.

Statistical Analyses:

The investigator has used Multiple linear regressions analysis for the study

Data Analyses and its interpretation:

Hypothesis 1: Job satisfaction and attitude towards educational administration would not be significant predictors of administrative behavior scores of heads of urban secondary schools

To achieve this hypothesis, the multiple linear regression analysis was performed and the results are presented in the following table.

Table: Results of multiple linear regression analysis administrative behavior by Job satisfaction and attitude towards educational administration scores of heads of urban secondary schools

Independent variables	Reg. coefficient	Std error of reg. coefficient	t-value	p-level	Signi.
Intercept	73.1984	12.7527	5.7398	0.0001	<0.05, S
Job satisfaction (X1)	1.1019	0.1406	7.8383	0.0001	<0.05, S
Attitude towards educational administration (X2)	0.5079	0.1565	3.2459	0.0015	<0.05, S
R=0.8101, R ² =0.6563, F(2,137)=130.84 p<0.05, S, Std.Error of estimate: 11.546					

From the results of the above table, it can be seen that,

- The combined effect of socio Job satisfaction (X1) on administrative behavior scores of heads of urban secondary schools is found to be positive and statistically significant at 5% level of significance. It means that, the administrative behavior scores of heads of urban secondary schools is influenced by Job satisfaction (X1).
- The combined effect of attitude towards educational administration (X2) on administrative behavior scores of heads of urban secondary schools is found to be positive and statistically significant at 5% level of significance. It means that, the administrative behavior of heads of urban secondary schools is influenced by attitude towards educational administration (X2).

Therefore, the multiple linear regression equation of administrative behavior scores of heads of urban secondary schools (Y) in terms of Job satisfaction (X1) and attitude towards educational administration (X2) was found to be under:

$$\text{Administrative behavior (Y)} = 73.1984 + 1.1019X_1 + 0.5079X_2$$

The multiple R of the linear regression equation is 0.8101. For testing multiple correlation coefficient, the F-ratio (130.84) was found to be significant at 5% level. Thus, the null hypothesis is rejected and alternative hypothesis is accepted. Significant R suggests that estimation of administrative behavior scores of heads of urban secondary schools is possible on the basis of the predictor's i.e. Job satisfaction (X1) and attitude towards educational administration (X2). Further, the regression equation shows that Job satisfaction (X1) and attitude towards educational administration (X2) can be used to prediction of administrative behavior scores of heads of urban secondary schools.

The coefficient of multiple determination of R^2 is 0.6563. It can be therefore, be said that nearly 65.63 percent of the variation in administrative behavior scores of heads of urban secondary schools for whatever is measured by Job satisfaction (X1) and attitude towards educational administration (X2) taken together. The SE_{est} for the regression equation is 11.546. This means that each time the regression equation for the sample is used to predict a administrative behavior scores of heads of urban secondary schools, the chances are predicted teaching aptitude will not miss the administrative behavior scores of heads of urban secondary schools by more that ± 11.546 .

The relative contributions of independent variables i.e. Job satisfaction (X1) and attitude towards educational administration (X2) on administrative behavior scores of heads of urban secondary schools in terms of proportions of variance predicted by each were determined and are given in the following table.

Table: Relative contribution of Job satisfaction and attitude towards educational administration on administrative behavior scores of heads of urban secondary schools

Independent variables	Beta value	r-value	Beta x r	% of contribution
Job satisfaction (X1)	0.6037	0.7937	0.4792	47.9180
Attitude towards educational administration (X2)	0.2500	0.7087	0.1772	17.7183
Total			0.6564	65.6364

The evident from the above table that 65.6364 per cent of variance in the criterion variable is accounted for by variance, in which 47.9180 percent in the variable Job satisfaction (X1) and 17.7183 percent in the variable attitude towards educational administration (X2) on administrative behavior scores of heads of urban secondary schools. Thus, it seems that the Job satisfaction (X1) contributes better towards administrative behavior scores of heads of urban secondary schools than attitude towards educational administration (X2).

Hypothesis 2: Job satisfaction and attitude towards educational administration would not be significant predictors of administrative behavior scores of heads of rural secondary schools

To achieve this hypothesis, the multiple linear regression analysis was performed and the results are presented in the following table.

Table: Results of multiple linear regression analysis administrative behavior by Job satisfaction and attitude towards educational administration scores of heads of rural secondary schools

Independent variables	Reg. coefficient	Std error of reg. coefficient	t-value	p-level	Signi.
Intercept	46.0281	6.7179	6.8516	0.0001	<0.05, S
Job satisfaction (X1)	1.9082	0.1064	17.9386	0.0001	<0.05, S
Attitude towards educational administration (X2)	-0.5871	0.1458	-4.0274	0.0001	<0.05, S
R=0.9201, R ² =0.8466, F(2,176)=485.92 p<0.05, S, Std.Error of estimate: 10.537					

From the results of the above table, it can be seen that,

- The combined effect of socio Job satisfaction (X1) on administrative behavior scores of heads of rural secondary schools is found to be positive and statistically significant at 5% level of significance. It means that, the administrative behavior scores of heads of rural secondary schools is influenced by Job satisfaction (X1).
- The combined effect of attitude towards educational administration (X2) on administrative behavior scores of heads of rural secondary schools is found to be positive and statistically significant at 5% level of significance. It means that, the administrative behavior of heads of rural secondary schools is influenced by attitude towards educational administration (X2).

Therefore, the multiple linear regression equation of administrative behavior scores of heads of rural secondary schools (Y) in terms of Job satisfaction (X1) and attitude towards educational administration (X2) was found to be under:

$$\text{Administrative behavior (Y)} = 46.0281 + 1.9082X_1 - 0.5871X_2$$

The multiple R of the linear regression equation is 0.9201. For testing multiple correlation coefficient, the F-ratio (485.92) was found to be significant at 5% level. Thus, the null hypothesis is rejected and alternative hypothesis is accepted. Significant R suggests that estimation of administrative behavior scores of heads of rural secondary schools is possible on the basis of the predictor's i.e. Job satisfaction (X1) and attitude towards educational administration (X2). Further, the regression equation shows that Job satisfaction (X1) and attitude towards educational administration (X2) can be used to prediction of administrative behavior scores of heads of rural secondary schools.

The coefficient of multiple determination of R² is 0.8466. It can be therefore, be said that nearly 84.66 percent of the variation in administrative behavior scores of heads of rural secondary schools for whatever is measured by Job satisfaction (X1) and attitude towards educational administration (X2) taken together. The SE_{est} for the regression equation is 10.537. This means that each time the regression equation for the sample is used to predict a administrative behavior scores of heads of rural secondary schools, the chances are predicted teaching aptitude will not miss the administrative behavior scores of heads of rural secondary schools by more that ±10.537.

The relative contributions of independent variables i.e. Job satisfaction (X1) and attitude towards educational administration (X2) on administrative behavior scores of heads of rural

secondary schools in terms of proportions of variance predicted by each were determined and are given in the following table.

Table: Relative contribution of Job satisfaction and attitude towards educational administration on administrative behavior scores of heads of rural secondary schools

Independent variables	Beta value	r-value	Beta x r	% of contribution
Job satisfaction (X1)	1.1388	0.9124	1.0391	103.9075
Attitude towards educational administration (X2)	-0.2557	0.7525	-0.1924	-19.2405
Total			0.8467	84.6670

The evident from the above table that 84.6670 per cent of variance in the criterion variable is accounted for by variance, in which 103.9075 percent in the variable Job satisfaction (X1) and 19.2405 percent in the variable attitude towards educational administration (X2) on administrative behavior scores of heads of rural secondary schools. Thus, it seems that the Job satisfaction (X1) contributes better towards administrative behavior scores of heads of rural secondary schools than attitude towards educational administration (X2)

Conclusion

Job satisfaction contributes better towards administrative behavior scores of heads of urban and rural secondary schools than attitude towards educational administration.

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