



Analysis of Secondary School Principals' Leadership and its Impact on Performance of Teachers by using Authoritative Leadership

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Abstract

Study "Analysis of secondary school principals' leadership and its impact on performance of teachers by using authoritative leadership" was carried out to achieve three objectives at secondary school level. Study was conducted by adopting quantitative approach. Nature of the study was descriptive and survey technique for data collection was utilized. Head teachers, Teachers and students of secondary schools in a Tehsil were the population of the study. Sampling was carried out by using simple random sampling technique. Instrument of the study was a self developed questionnaire, which was validated by experts. Instrument's reliability was checked using Cronbach Alpha. After data collection, data was entered in SPSS for the results. Data was analyzed by using frequency, percentage, mean and SD.

Key words: Authoritative Leadership, Principals' Leadership, Impact on Teachers Performance



1. Introduction

After more than hundred years of exertion of field in USA, for instance, endeavors to classify the information based on instructive organization, there were no steady highlights of associations that considered general age. Besides, it was contended that, whenever endeavors are made to authentic certain information the interests of certain people and gatherings are served while the interests and worries of different gatherings are frustrated (Sherif, 2015).

In distinguishing and legitimizing information we are fundamentally captivating in a political demonstration. Quest for a complete information will hence stay confounded while political powers keep on advancing an ideal model of headship instead to perceive the exceptional idea of every headship and there is a requirement for dynamic discussion on this issue, when a few scholars and government organizations are more disposed to offer responses as opposed to get clarification on pressing issues which are;

- *Cultural and social effects on tutoring.*
- *Instructing and growing experiences and school improvement.*
- *Authoritative hypothesis; approaches of hierarchical investigations and strategy examination.*
- *Administration and the executives cycles and works.*
- *Strategy studies and legislative issues of schooling.*
- *Moral components of tutoring.*

Objectives of the Study

- To study the impact of Principals' leadership on teachers' motivation
- To observe the impact of Principals' leadership on teachers' pedagogy
- To inspect the impact of Principals' leadership on teachers' academic performance

Research Questions of the Study

- What is the impact of Principals' leadership on teachers' motivation?
- What is the impact of Principals' leadership on teachers' pedagogy ?
- What is the impact of Principals' leadership on teachers' academic performance?

2. Literature Review

Training in the schools have a significant importance for the teaching process. Teacher job is frequently changing with the passage of time and inclusion of modern technologies (Liu, Xu & Tsai, 2020).

Outcome of the school is considered as the everyday routine life outcome. School is deemed a foundation of secondary level for the children to grow up and to become socialize. School is like a art exhibition gallery for the improvement and nourishment of the children for their social and cognitive advancements. Thus role of teacher becomes very important. Schooling is the pivotal part for the social life of children and their formative skills, and type of tutoring which will impact on the kids' improvements and advancement of mind and physical energies (Simplican et al. 2015).

3. Methodology

Research design selected for this study was quantitative. Data collection technique used in this study was survey technique. Population for this study were students, teachers and head teachers of selected secondary schools of Sui, a Tehsil in District Dera Bugti, in Balochistan Province. Sampling technique used in this study was simple random sampling technique. Data collection was carried out by research tool. Research tool was a self developed questionnaire. Validity of the tool was ensured through experts of educational



field. Cronbach Alpha method was used in this study to ensure reliability. After collection of data, same was processed in Statistical Package of Social Sciences. Data was analyzed using descriptive statistics i.e. mean, percentage, frequency and standard deviation. After that, data was tabulated, interpreted to reach at the findings and conclusion.

4. Results and Findings

Table 4.1

Item-1 *Head teacher makes school plan according to his own priority*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	3	0	0	1	4	2.75	1.500
		<i>%</i>	9	75	0	0	25	100		
2.	SST	<i>f</i>	2	2	2	7	3	16	3.44	1.315
		<i>%</i>	10	13	13	13	44	18.8		
3.	Students	<i>f</i>	5	5	13	78	18	120	3.82	.898
		<i>%</i>	2	5	11	65	15	100		
Total		<i>f</i>	7	10	15	85	23	140	3.33	3.713
		<i>%</i>	7	31	8	26	28	100		

Table 4.1 states that 26% of participants were agreed with the statement, 28% were strongly agreed, 31% were disagreed and 7% were strongly disagreed, whereas 8% of participants were undecided with the statement. Collectively 54% (26%+28%) were agreed. Mean score 3.33 and standard deviation 3.713 supported the statement.

Table 4.2

Item-2 *Head teacher organizes school events as per own authority*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	2	0	2	0	4	3	1.155
		<i>%</i>	0	50	0	50	0	100		
2.	SST	<i>f</i>	3	4	1	3	5	16	3.19	1.601
		<i>%</i>	19	25	6	19	31	100		
3.	Student	<i>f</i>	4	12	17	43	44	120	3.93	1.101
		<i>%</i>	3	10	14	36	37	100		
Total		<i>f</i>	7	18	18	48	49	140	3.37	3.857
		<i>%</i>	7	28	8	35	22	100		

Table 4.2 states that 35% of participants were agreed with the statement, 22% were strongly agreed, 28% were disagreed and 7% were strongly disagreed, whereas 8% of participants were undecided with the statement. Collectively 57% (35%+22%) were agreed. Mean score 3.37 and standard deviation 3.857 supported the statement.



Table 4.3

Item-3- *Head teacher ensures recruitment of staff on merit basis*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head Teacher	<i>f</i>	0	0	1	2	1	4	4	.816
		%	0	0	25	50	25	100		
2.	SST	<i>f</i>	5	1	0	5	5	16	3.25	1.732
		%	13	6	0	31	31	100		
3.	Students	<i>f</i>	8	12	52	30	18	120	3.32	1.061
		%	7	10	43	25	15	100		
Total		<i>f</i>	13	13	53	37	24	140	3.52	3.609
		%	13	4	22	34	27	100		

Table 4.3 states that 34% of participants were agreed with the statement, 27% were strongly agreed, 4% were disagreed and 13% were strongly disagreed, whereas 22% of participants were undecided with the statement. Collectively 61% (34%+27%) were agreed. Mean score 3.52 and standard deviation 3.609 supported the statement.

Table 4.4

Item-4 *Head teacher gives direction to the subordinate about their responsibilities*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	1	3	4	4.75	.500
		%	0	0	0	25	75	100		
2.	SST	<i>f</i>	0	0	0	7	9	16	4.56	.512
		%	30	6	0	43	55	100		
3.	Students	<i>f</i>	13	20	34	36	17	120	3.20	1.199
		%	10	17	28	3.	14	100		
Total		<i>f</i>	13	20	34	44	29	140	4.17	2.211
		%	13	8	9	22	48	100		

Table 4.4 states that 22% of participants were agreed with the statement, 48% were strongly agreed, 8% were disagreed and 13% were strongly disagreed, whereas 9% of participants were undecided with the statement. Collectively 70% (22%+48%) were agreed. Mean score 4.17 and standard deviation 2.211 supported the statement.

Table 4.5

Item-5 *Head teacher coordinates with teachers to tackle the issues*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	4	0	4	4	.000
		%	0	0	0	100	0	100		



2.	SST	f	0	1	1	4	10	16	4.44	.892
		%	0	6	6	25	63	100		
3.	Students	f	21	23	19	40	17	120	3.07	1.342
		%	18	19	16	33	14	100		
Total		f	21	24	20	48	27	140	3.83	2.234
		%	6	8	7	53	26	100		

Table 4.5 states that 53% of participants were agreed with the statement, 26% were strongly agreed, 8% were disagreed and 6% were strongly disagreed, whereas 7% of participants were undecided with the statement. Collectively 79% (53%+26%) were agreed. Mean score 3.83 and standard deviation 2.234 supported the statement.

Table 4.6

Item-6 Head teacher takes innovative steps for school development

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	f	0	0	0	2	2	4	4.50	.577
		%	0	0	0	50	50	100		
2.	SST	f	0	2	0	6	8	16	4.25	1
		%	0	13	0	38	50	100		
3.	Student	f	19	20	14	25	42	120	3.42	1.499
		%	16	17	12	21	35	100		
Total		f	19	22	14	33	52	140	4.05	3.076
		%	5	10	4	36	45	100		

Table 4.6 states that 36% of participants were agreed with the statement, 45% were strongly agreed, 10% were disagreed and 5% were strongly disagreed, whereas 4% of participants were undecided with the statement. Collectively 81% (36%+45%) were agreed. Mean score 4.05 and standard deviation 3.076 supported the statement.

Table 4.7

Item-7 Head teacher strictly monitors the teaching learning activities

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head Teacher	f	0	0	0	3	1	4	4.25	.500
		%	0	0	0	75	25	100		
2.	SST	f	0	0	0	5	11	16	4.69	.479
		%	0	0	0	31	69	100		
3.	Students	f	13	12	19	54	22	120	3.50	1.216
		%	11	10	16	45	18	100		
Total		f	13	12	19	62	34	140	4.14	2.195
		%	4	3	6	50	37	100		

Table 4.7 states that 50% of participants were agreed with the statement, 37% were strongly agreed, 3% were disagreed and 4% were strongly disagreed, whereas 6% of participants



were undecided with the statement. Collectively 87% (50%+37%) were agreed. Mean score 4.14 and standard deviation 2.195 supported the statement.

Table 4.8

Item- 8 *Head teacher prepares school budget as per priority issues*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	1	3	4	4.75	.500
		<i>%</i>	0	0	0	25	75	100		
2.	SST	<i>f</i>	1	0	2	6	7	16	4.13	1.088
		<i>%</i>	6	0	13	38	44	100		
3.	Students	<i>f</i>	13	18	50	28	11	120	3.05	1.091
		<i>%</i>	11	15	42	23	9	100		
Total		<i>f</i>	14	18	52	35	21	140	3.97	2.679
		<i>%</i>	6	5	18	28	43	100		

Table 4.8 states that 28% of participants were agreed with the statement, 43% were strongly agreed, 5% were disagreed and 6% were strongly disagreed, whereas 18% of participants were undecided with the statement. Collectively 71% (28%+43%) were agreed. Mean score 3.97 and standard deviation 2.679 supported the statement.

Table 4.9

Item-9 *Head teacher makes bold decisions for quality of education*

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	2	2	4	4.50	.577
		<i>%</i>	0	0	0	50	50	100		
2.	SST	<i>f</i>	1	0	3	6	6	16	4	1.095
		<i>%</i>	6	0	19	38	37	100		
3.	Students	<i>f</i>	15	20	14	51	20	120	3.34	1.287
		<i>%</i>	13	17	12	43	17	100		
Total		<i>f</i>	16	20	17	59	28	140	3.94	2.959
		<i>%</i>	6	6	10	43	35	100		

Table 4.9 states that 43% of participants were agreed with the statement, 35% were strongly agreed, 6% were disagreed and 6% were strongly disagreed, whereas 10% of participants were undecided with the statement. Collectively 78% (43%+35%) were agreed. Mean score 3.94 and standard deviation 2.959 supported the statement.



Table 4.10

Item-10 Head teacher conducts meeting with the parents frequently

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	4	0	4	4	.000
		<i>%</i>	0	0	0	100	0	100		
2.	SST	<i>f</i>	2	2	3	6	3	16	3.37	1.310
		<i>%</i>	13	13	19	37	19	100		
3.	Students	<i>f</i>	13	22	21	44	20	120	3.30	1.254
		<i>%</i>	11	18	18	37	16	100		
Total		<i>f</i>	15	24	24	54	23	140	3.55	2.564
		<i>%</i>	8	10	12	58	12	100		

Table 4.10 states that 58% of participants were agreed with the statement, 12% were strongly agreed, 10% were disagreed and 8% were strongly disagreed, whereas 12% of participants were undecided with the statement. Collectively 70% (58%+12%) were agreed. Mean score 3.55 and standard deviation 2.564 supported the statement.

Table 4.11

Item-11 Head teacher disseminate the schools progress through the social media

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	3	1	4	4.25	.500
		<i>%</i>	0	0	0	75	25	100		
2.	SST	<i>f</i>	3	1	0	10	2	16	3.44	1.365
		<i>%</i>	19	6	0	63	13	100		
3.	Students	<i>f</i>	18	13	43	26	20	120	3.14	1.259
		<i>%</i>	15	11	35	22	17	100		
Total		<i>f</i>	21	14	43	39	23	140	3.61	3.124
		<i>%</i>	11	6	12	53	18	100		

Table 4.11 states that 53% of participants were agreed with the statement, 18% were strongly agreed, 6% were disagreed and 11% were strongly disagreed, whereas 12% of participants were undecided with the statement. Collectively 71% (53%+18%) were agreed. Mean score 3.61 and standard deviation 3.124 supported the statement.



Table 4.12

Item-12 Head teacher communicates schools issues to the higher authorities

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	f	0	0	0	2	2	4	4.50	.577
		%	0	0	0	50	50	100		
2.	SST	f	2	2	1	4	7	16	3.75	1.483
		%	13	13	6	25	43	100		
3.	Students	f	10	17	25	36	32	120	3.53	1.257
		%	8	14	21	30	26	100		
Total		f	12	19	26	42	41	138	3.92	3.317
		%	7	9	8	37	39	100		

Table 4.12 states that 37% of participants were agreed with the statement, 39% were strongly agreed, 9% were disagreed and 7% were strongly disagreed, whereas 8% of participants were undecided with the statement. Collectively 76% (37%+39%) were agreed. Mean score 3.92 and standard deviation 3.317 supported the statement.

Table 4.13

Item-13 Head teacher resolves teachers problems as an efficient leader

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	f	0	0	0	3	1	4	4.25	.500
		%	0	0	0	75	25	100		
2.	SST	f	1	2	0	3	10	16	4.19	1.328
		%	6	13	0	19	63	100		
3.	Students	f	15	19	43	26	17	120	3.09	1.202
		%	12	18	35	22	13	100		
Total		f	16	21	43	32	28	140	3.84	3.03
		%	7	10	12	37	34	100		

Table 4.13 states that 37% of participants were agreed with the statement, 34% were strongly agreed, 10% were disagreed and 7% were strongly disagreed, whereas 12% of participants were undecided with the statement. Collectively 71% (37%+34%) were agreed. Mean score 3.84 and standard deviation 3.03 supported the statement.



Table 4.14

Item-14 Head teacher motivates his subordinates to work hard

Ser. No.	Respondents	Statistics	Results						Mean	SD
			SDA	DA	UD	A	SA	Total		
1.	Head teacher	<i>f</i>	0	0	0	2	2	4	4.50	.577
		<i>%</i>	0	0	0	50	50	100		
2.	SST	<i>f</i>	1	2	1	4	8	16	4	1.317
		<i>%</i>	6	13	6	25	50	100		
3.	Students	<i>f</i>	10	15	19	41	35	120	3.63	1.256
		<i>%</i>	8	13	16	34	29	100		
Total		<i>f</i>	11	17	20	47	45	140	4.04	3.15
		<i>%</i>	5	9	7	36	43	100		

Table 4.14 states that 36% of participants were agreed with the statement, 43% were strongly agreed, 9% were disagreed and 5% were strongly disagreed, whereas 7% of participants were undecided with the statement. Collectively 79% (36%+43%) were agreed. Mean score 4.04 and standard deviation 3.15 supported the statement.

Table 4.15

Overall Results of Authoritative Behavior

Ser. No.	Statistics	Results					Mean	SD
		SDA	DA	UD	A	SA		
	<i>f</i>	7	10	15	85	23	140	
	<i>%</i>	7	31	8	26	28	100	3.35
	<i>f</i>	7	18	18	48	49	140	
	<i>%</i>	7	28	8	35	22	100	3.37
	<i>f</i>	13	13	53	37	24	140	
	<i>%</i>	13	4	22	34	27	100	3.52
	<i>f</i>	13	20	34	44	29	140	
	<i>%</i>	13	8	9	22	48	100	4.17
	<i>f</i>	21	24	20	48	27	140	
	<i>%</i>	6	8	7	53	26	100	3.83
	<i>f</i>	19	22	14	33	52	140	
	<i>%</i>	5	10	4	36	45	100	4.05
	<i>f</i>	13	12	19	62	34	140	
	<i>%</i>	4	3	6	50	37	100	4.14
	<i>f</i>	14	18	52	35	21	140	
	<i>%</i>	6	5	18	28	43	100	3.97
	<i>f</i>	16	20	17	59	28	140	
	<i>%</i>	6	6	10	43	35	100	3.94
	<i>f</i>	15	24	24	54	23	140	
	<i>%</i>	8	10	12	58	12	100	3.55
	<i>f</i>	21	14	43	39	23	140	
	<i>%</i>	11	6	12	53	18	100	3.61
	<i>f</i>	12	19	26	42	41	138	3.92
								3.317



	%	7	9	8	37	39	100		
	f	16	21	43	32	28	130	3.84	3.03
	%	7	10	12	37	34	100		
	f	11	17	20	47	45	140	4.04	3.15
	%	5	9	7	36	43	100		
Total	f	198	252	398	665	447	1960	3.78	2.979
	%	7	11	10	39	33	100		

5. Conclusion

It was concluded that majority of the head teachers makes school plan according to their own priority, organize school events as per own authority, ensure recruitment of staff on merit basis, give direction to the subordinate about the responsibilities, coordinate teachers to tackle the issues, take innovative steps for school development, strictly monitors the teaching learning activities, take bold decisions for quality of education, conduct meeting with the parents on frequently basis, disseminate the schools progress through the social media, communicate schools issues to the higher authorities, resolve teacher problems as an efficient leader and motivate his subordinates to work hard.

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