

Effect of Heads Managerial Styles on Teachers Professional Commitments at Secondary Level

Hina Arif

M.Phil. Scholar

Department of Education Faculty of Social Sciences
Arid Agriculture University Rawalpindi, Pakistan

Almas Kayani

Associate professor

Department of education, Faculty of Social Sciences,
University of Arid Agriculture University, Rawalpindi, Pakistan

Javaria Ilyas

Ph.D. scholar

Abstract

Management is a process to run or administrate an organization. A leader should be fearless, courageous and bold to run an institution in an effective way. A leader can change the priorities of the staff members through his or her managerial styles, head of the school can use different managerial style to change the commitments of teachers in desired way. Basically, aim of this research was to check the effect of managerial style of heads on the professional commitments at secondary level. In the light of objective district mandi Baha Uddin (three tehsils) was taken as population. 3 schools from one tehsile Malikwaal was taken as pilot testing, and 12 schools from two tehsils phalia and mandi Baha Uddin was taken as final testing. Questionnaire and interviews were used as research instruments. Questionnaire and interviews was used as research instrument. Mix method design was used, this study was descriptive in nature, simple random sampling was used to collect data, researcher personally visited to collect the data, gathered data was analysed through SPSS, using descriptive static analysis was included mean, standard deviation, and chi square. Democratic and transformational style had positive and significant effect on the teacher's commitments, and majority of the heads using This study will also help the heads and teachers to adopt effective and different managerial styles according to the needs and demands of institutional effectiveness,

Keywords: managerial style, professional commitments

Introduction

It is obvious that head of the institution plays an important role in the effectiveness of an institution. And head or leader is considered as role model for staff members. Managerial styles of head function as map or road to run an institution in effective way. no doubt that head is the person who lead any institution and have capability to transform staff members into his or her vision through effecting managerial styles, it's difficult to imagine that an organisation or institution can run without any head or manager, leadership is like motivation and drive for the staff members from the head of institution.

It's found that when staff members remain in unsatisfactory situation, feel uncomforted with working hours or timing, no involvement in decision making. less control power, unclear management techniques, theses all situations leave the negative and bad impact on teacher and staff performance. Michie, and, William (2003) in this perspective it appears essential to create or develop effective environment for better performance, build such domain where staff members can perform without any stress, feel calm and well off, permission to take decisions, relocation in working hours also interlinked with the system of organisation. According to Mike (2008) an intellect condition of mind that one can get in the result of job or professional experience, called professional commitments.

Factors of job commitments or professional commitments explored by the Mwamwenda (1995), said that there should be strong and significant relation between staff members and head of institution, output and input regarding students learning and teaching of teachers, and its reality that teaching is not easy and relaxing profession, it considered very difficult, daring, enterprising and highly demanded profession.

Different people's mange the things through different methods and techniques of management, management actions and procedures are considered unavoidable factor or skill of management by people. There are different managerial styles that effecting the professional commitments of teachers

Effect of Different Managerial Styles

Heneman (2002) described that autocratic management has two dimensions that one is leader the manager and

the other worker called employee of any specific system or setup. This kind of management style never careful about the presence of staff, never want to involve their staff in decision-making, or policy making, leaders or principals with this style of management are passionate, fearless and feel no hurdles to taking decisions regarding polices and developing different strategies' the other hand some researchers argued that this type of management has no creativity like democratic.

Milgron (1991) explored that autocratic style has extremely inspired able abilities to work rapidly in specific framework or agenda, however the more experience of professions enhances the performance. But the group or any staff who are working with this type of management were get exhausted, tired, embarrassed, uncomfortable because of no inspiration and stick behaviour of leaders, or front runners

Nigro & cicogna (1998) expressed that in the democratic management sharing of tasks and responsibilities, negotiation and among staff members and leaders, through this style or type subordinates and employees of the institution get much range of comfort regarding professional tasks like suggestions, discussion, meetings, related every aspect of professional commitments the head of organisation. employees and workers also get solution of every problem, positive working conditions, arrange workshops, Adair (2002) found that after taking views of the staff members that democratic style considered the abilities personals, professional skills, past experiences, and amount of ideas in the employees, however this style of management considered very much sustainable for the staff, but the power of decision remained as it is in the court of the head, but this style leave the positive influence on the performance of workers,

Hackman and Johnson (2009) explored that laissez faire style of management as the most comfortable and influential style in the management techniques. Bass and Avolio (1990) found that leader remained flop to takers responsibilities according to their post. They have no ability to fulfil and accomplish the tasks of their professional demands due to the physically and mentally fixation in the past. But skogstad *et al* (2002) has been explored that dependence of the tasks never achieve the desired goals. This abdication fails to gain the thinking of workers, in result the organisation suffered from negativity from every aspect of administration.in the perspective of this statement the passive style of management may influence negatively and leads towards the failure, like the manager with this style will fails to achieve expected goals, and never meets the expectations of the subordinates and followers.

The unavailability of adequate behaviour of administration may leads towards the ignorance destruction and failure by the staff members, and the people who work under this type of supervision become ineffective and non-professional attitude and experience related job. In this situation all the strategies become useless and unproductive, harper (2012).

Callaghan and Coldwell (2014) Transformational management style is very much influential to create the positive relation between workers and head of the institution, like professional satisfaction. Imran, Iqra, Sadaf, And Azeem (2014) also interlinked and integrated with presentation and performance of the staff members. Sun and Leithwood (2000) leave the impact on staff very positively and effective by allowing them to express their thinking and emotions like trust, respect communication and reasoning abilities. Lester (1975) supported this phenomenon and explored that positive consequences on the academic accomplishment and performance.

MATERIALS AND METHODS

Population

The population of this study was all the heads and teachers of public sector of District Mandi Baha Uddin. There were total three tehsils in the district. (Malakwal, Phalia, Mandi Baha Uddin).

Sample and Sampling Technique

A small portion from the population is known as sample.in this study simple random technique was used. Two tehsils, (Phalia, Mandi Baha Uddin) of district Mandi Baha Uddin was taken as sample ,6 secondary schools from each tehsil, and 15 teachers and one head from each school.

RESEACH DESIGN AND INSTRUMENT

The interpretation of design stipulates the fundamental formation of the study for explore the management styles of school's heads on professional and institutional commitments of teacher descriptive survey design was applied. Descriptive research design was used. Best and Kahn (2003) stated that descriptive design deals with circumstances that involve analysis or appraisal that are squeeze, procedure that are in progress, influence that are transparent and prominent. For collection of data to meet the research objectives two instruments Questionnaire for close ended responses and interview for the open-ended responses was developed.

PILOT TESTING, RELIABILITY AND VALADITY

Pilot testing was conducted to examine the validity of tool (questionnaire), that whether the statements of questionnaire were applicable for the final responders. Three school was taken from one tehsil of district mandi

Baha Uddin.15 teachers and 1 head from each school was taken as respondents for pilot testing. Healy and Perry (2000) describe validity is the mark to which a tool measure the thing that we want to measure or meet the expectations. To check the validity the questionnaire was given to the experts, who gave their precious guidelines to sort out the existing problems of instrument. To check the Reliability of an instrument questionnaire was given to the target population of pilot testing. After getting the responses from respondent's statistical package for social sciences to check reliability.

Reliability of heads questionnaire was **.723**

For the teacher's questionnaire found **.657**

DATA COLLECTION AND ANALYSIS

To meet the purpose of data collection two questionnaire on five-point Likert scale was developed. Researcher personally visited to the respondents for purpose of data collection. Data was analysed through SPSS by applying Mean, Standard Deviation, techniques and chi square test.

Results

Researchers revealed through descriptive and qualitative study that there is strong and significant relation between heads managerial style and professional commitments of the teacher at secondary level, to obtain these significant results two questionnaire was developed to gather the responses teacher sand heads, interview too also used for the open-ended views of the respondents, data was analysed by using descriptive statistics ,after the collection of data ,it was undoubtedly ordered, tabulated, and analysed.

Table 1 decisions making power and plans for institutional visibility,

H₀; decision making power by head and plans for institutional visibility are independent.

H₁; decision making power by head and plans for institutional visibility are dependent

Statements	Frequencies					χ^2	p-value	df
	S.A	A	N	D.A	S.D			
My school head develop decision making power Vs I have given the plans to advance our institutional visibility.	69	68	31	8	4	53.830	0.000	12

P value < 0.05 so H₀ is rejected and its means that decision making power that develop by head and plans for institutional visibility by the teachers are associated with each other.so if the head teacher will show cooperative attitude toward teacher's performance and try to build decision making power in the result teachers will also perform well and give the plans for institution visibility,

Table 2. making teaching effective and giving knowledge by teacher

H₀; Making the teaching effective and giving knowledge by the teacher are independent.

H₁; Making the teaching effective and giving knowledge by the teacher are dependent.

Statements	Frequencies					χ^2	p-value	Df
	S.A	A	N	D.A	S.D			
I feel difficult to make teaching effective with different teaching technique. Vs I deliver knowledge according to my own knowledge and calibre rather than students	3	4	34	85	54	523.883 ^a	0.021	12

When the P value is < 0.05 this result shows that making the teaching effective and knowledge that giving by the teacher are strongly associated with each other. If a teacher is unaware of different teaching techniques that can make the teaching effective who cannot deliver the knowledge according to the calibre of the students, on the other hand if a teacher know the tricks that how to make teaching effective he or she will sourly deliver the knowledge according to the calibre of the students ang try to make teaching interesting with different teaching skills so the effective teaching techniques and delivering knowledge skills are not dependent they are associated with each other.

Factor indicated by heads.

Table 3 allow teachers to take active participation and confidence of staff.

H₀; allow teachers to take active participation and confidence of the staff are independent.

H₁; allow teachers to take active participation and confidence of the staff are dependent.

Statements	Frequencies					χ^2	p-value	Df
	S. A	A	N	D.A	S. D			
I allow my teachers to take active participation in decision making process.	5	5	1	1	0	18.343 ^a	.005	6
Vs								
My staff members are confident.	4	7	1	0	0			

When P value is < 0.05 its means that allowance of head to teachers to take active participation in decision making and confidence of staff are dependent on each other. If head will allow the teachers to take active participation in process of decision making in this way teachers feel confident in taking any decisions for institution.it shows that attitude of head teacher can develop confidence in teachers so both variables are associated.

Table 4 Incompetent with duties and feel hesitation to discussion of different dealings.

H₀; incompetent with duties and feel hesitation to discuss professional and institutional dealing are independent.

H₁; incompetent with duties and feel hesitation to discuss professional and institutional dealings are dependent.

Statements	Frequencies					χ^2	p-value	Df
	S. A	A	N	D.A	S. D			
Mostly staff members are incompetent with their duties.		7	r	5	5	15.280 ^a	0.05	6
Vs								
Teachers feel hesitation to discuss things about their job and institutional dealings.	0	3	0	5	4			

interpretation

When P<0.05 so reject H₀. Its means that both variables competence of staff and feeling hesitation to discuss different matters are dependent on each other and associate. If they not competent with their duties and professional dealings, then it's obvious they feel hesitation to take part in discussion of professional and institutional dealings.

Discussion

Ahmad *et al.*,(2015) found that management style of head teachers effects the teacher's motivation, and head teachers deal and interact with staff members as leader, instructor, front runner rather than a friend, companion, and principal should be cooperative and friendly with staff and employees for the sake of effectiveness and success of the institution based on their performance.

Tomas described the commitment and the profession very perceptively and logically hallucination is that try to learn and seek approximately innovative each day. This is something which makes teachers inspired. So that researcher does not stagnate another commanding force is to get the student on your wavelength those are the main driving forces.to improve the trustworthiness and quality of teacher education, strong and committed teacher's educators were due place for this precious and expensive task of formulating the imminent treasured educators, teachers and instructor.

It found through this research that profession institution and commitments are interrelated with each other. And different studies found that heads were the important role of any institution, and their managerial styles also affecting the commitments of teachers, when their professional responsibilities affected it means their commitments being affected by the heads behaviour.

Like in the advance educational area in the European countries Eisinga *et al* (2010) described that effective Commitment had a positive influence in the performance of the individual on his profession as far the continuous commitment had not a very good effect on the Job of the employee of the individual while the Third type which is called normative commitment had a neutral effect it's not identically inferred on the performance of the individual. After the time a significant relation found in researcher of China. Wang (2010).

On the light of different type of research, the on the commitment the researcher had come to know that every individual is basically affected from his surroundings the favourable and constructive conditions will always help them to construct their professional life.

Researcher found through the results and analysis that heads managerial style affecting the commitments of teachers through different ways, it also found that different indicators were involved in influencing the professional commitments of teachers in an institutions, like appreciation by head, attitude of favouritism of head, assigning tasks according to the skills and capabilities of staff members these all factors leave impact on teachers performance, on the other hand employees personally commitment with institution, like teacher competencies, knowledge of teacher regarding his or her subject, teaching methods, classroom management skills, etc, these factors highlighted by teachers that can influencing the commitment of teachers because of their own attitude and behaviour.

References

- Adair, J. (2002). *Effective strategic Leadership* London Macmillan publishers Limi
- Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: A literature survey approach. *Journal of Management Development*. <https://doi.org/10.1108/JMD-09-2013-0115>
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire. *Journal of Occupational and Organizational Psychology*. <https://doi.org/10.1348/096317999166789>
- Cicogna, P. C., & Nigro, G. (1998). Influence of importance of intention on prospective memory performance. *Perceptual and Motor Skills*. <https://doi.org/http://dx.doi.org.ez.statsbiblioteket.dk:2048/10.2466/pms.1998.87.3f.1387>
- Coldwell, D. A. L., & Callaghan, C. W. (2014). Specific organizational citizenship behaviours and organizational effectiveness: The development of a conceptual heuristic device. *Journal for the Theory of Social Behaviour*. <https://doi.org/10.1111/jtsb.12046>
- Eisinga, R., Teelken, C., & Doorewaard, H. (2010). Assessing Cross-National Invariance of the Three-component Model of Organizational Commitment: A Six-Country Study of European University Faculty. *Cross-Cultural Research*. <https://doi.org/10.1177/1069397110370932>
- Harper, S. (2012). The Leader Coach: A Model of Multi-Style Leadership. *Journal of Practical Consulting*.
- Kelley, C., Heneman, H., & Milanowski, A. (2002). Teacher motivation and school-based performance awards. *Educational Administration Quarterly*. <https://doi.org/10.1177/00161X02038003005>
- Kelley, C., Heneman, H., & Milanowski, A. (2002). Teacher motivation and school-based performance awards. *Educational Administration Quarterly*. <https://doi.org/10.1177/00161X02038003005>
- Leithwood, K., & Jantzi, D. (2000). The effects of transformational leadership on organizational conditions and student engagement with school. *Journal of Educational Administration*. <https://doi.org/10.1108/09578230010320064>
- Michie, S., Dormandy, E., & Marteau, T. M. (2004). Increasing screening uptake amongst those intending to be screened: The use of action plans. *Patient Education and Counseling*. <https://doi.org/10.1016/j.pec.2003.09.005>
- Milgron, P., and Holmstran, B., (1991). *Incentive contracts, asset ownership and job design*. London, Prentice Hall printery
- Einarsen, S., Skogstad, A., Leseth, A. M. S. B., & Aasland, M. S. (2002). Destructive leadership: A behavioural model. *Forskning Ved Institutt for Samfunnspsykolog*.