

**Relationship of participative management with teachers
performance at secondary school level**



Presented to:

Dr. Usman Khalil Sahib

Presented by:

Razia Latif (M.Phil Education)

Student ID. # 13015088009

Department of education

School of social sciences and humanities

University of management & technology

Lahore

2018

**Relationship of the participative management with
teachers' performance at secondary school level**



Razia Latif

ID # 13015088009

**A thesis submitted in partial fulfillment of the requirements
for the degree of M.PHIL in education
in the
Department of Education
School of social sciences and humanities.**

**UNIVERSITY OF MANAGEMENT AND TECHNOLOGY
LAHORE**

Certificate of Approval

The thesis titled “ Relationship of participative management with teacher’s Performance at secondary school level in Lahore.” has been accepted by the Faculty of Department of Education, School of Social Sciences & Humanities, University of Management and Technology Lahore in partial Fulfillment of the requirements for degree of M.Phil in Education.

Dr. Usman Khalil
Supervisor

External Examiner

Dr Seema Arif
Chairman
Department of Education

Prof. Dr. Abdul Hameed
Dean, SSS&H

Date: _____

DEDICATION

All Credit of this Study goes to Amjad Hussain and my brother Dr. Zulfiqar Ali who fully cooperated in all respects. Without their cooperation I was unable to complete my studies.

ACKNOWLEDGEMENTS

I praise to Almighty Allah for providing me this opportunity and granted me the capability to proceed successfully.

The process of research is exhaustive that needs patience and dependence over others for which I remained lucky to have the help of my supervisor Dr. Usman Khalil as he was kind enough to provide me guidance at all the time. His sincere efforts continued through the whole process of research. I am sure that this M. Phil Thesis would not have been possible without his support.

I like to show appreciation for the Principals of the schools who facilitated me in completing this research.

I am also very grateful to all the concerned school teachers who spared their precious time, fully cooperated and assisted in collection of data.

ABSTRACT

Participative management progressively picked up force in the management of open establishments, for example, schools and this appeared to be basic in the management of schools, since they made the reason for staff investment in basic leadership. In Pakistan, only a few pieces of research have studied teacher participation in school management (Mumtaz, 2000). In the present study, the degree of teachers' performance in management as perceived by principals will be used to measure the level of teacher participation. Furthermore, in the present study, the relationship between teacher participation in school management and school effectiveness will be investigated, instead of the usual relationship between teacher participation and job satisfaction. The intend to investigate of this study was; measuring of degree of teacher participation in school decision making in secondary schools and measuring of principals' perception about teachers' performance in schools.

The nature of this study was quantitative and population of the study all the principals of public and private secondary schools situated in Lahore city affiliated with board of secondary and intermediate education Lahore. Eighty (80) principals and four hundred (400) teachers were selected from the whole population through convenience sampling method. In this study researchers has developed the two questionnaires; one for the teachers to measure the practices of participated management within schools while the second rating scale was develop to measure teachers' performance within schools. Validity of the research tools was ensured by the expert opinion and for this purpose research tools was viewed by senior professors of the department of education in UMT. To ensure the reliability of the tools pilot testing was conducted. Researcher collected data from some of the sampled schools by herself but the rest of the data was collected through the trained researchers. To analyze the data collected through rating scales was analyzed on SPSS (statistical package for social sciences) using one sample t-test to view the significance difference according to single statements, independent sample t-test, to view the significance difference according to demographic variables like gender and ANOVA was used to on those demographic variables that have more than two options.

Major findings of the study were according to the experience of respondents, ANOVA test shows that there is significant difference in responses regarding arrangement of supply, substitute teachers for teachers on sick/casual/study leave. At the end researcher made some recommendations like; Teachers' participation in school decision making is affected because of their knowledge, skills and attitude they had towards the advantage of decision made, rapport they had with school principals and attitude they had to change work environments. So, school leaders should identify knowledge, skills and attitude gaps of teachers and ought to provide continual training to resolve related problems.

TABLE OF CONTENTS

Dedication	i
Acknowledgements	ii
Abstract	iii
Table of contents	v
List of tables	viii
Chapter I Introduction	
1.1 Purpose of the study	3
1.2 Statement of the Problem	3
1.3 Significance of the study	5
1.4 Objectives of the study	6
1.5 Research questions	6
1.6 Study of Hypothesis	7
1.7 Delimitations of the study	7
1.8 Definitions of key terms	7
1.8.1 Participative management	8
Chapter II Review of Related Literature	9
2.1 Participative Management	9
2.2 A description of participative management	9
2.3 Participative Management in school	10
2.4 Benefits of Participative Management	12
2.5 Participative management barriers	13
2.6 Extent of teachers involvement in decision-making	15
2.7 Rationale for teachers' participation in school decision-making.	17
2.8 Areas of Teachers' involvement in decision-making	18
2.9 Teachers participation in school improvement program	18

2.10	Learning and teaching domain	19
2.11	Favorable learning condition and environment	20
2.12	School leadership and management	21
2.13	Community participation	22
2.14	Participation in schoolactivities' planning	23
2.15	School budget and income generation	24
2.16	Students affair and school discipline	25
2.17	Factors affecting teachers' participation in decision-making	27
2.17.1	Leadership related factors	27
2.17.2	Behaviors of leadership	27
2.18	Leaderships styles	29
2.19	Delegations of authority and responsibility	30
2.20	Communications	31
2.21	Motivations	32
2.22	Participation of teachers in management and decision-making	33
2.23	Empowerment encouraging of participative theory	36
2.24	Concepts related with participative leadership and management	39
2.24.1	Team work	39
2.24.2	Decentralization and delegation	41
2.24.3	Collegiality	43
Chapter III	Research Methodology	47
3.1	Nature of the study	47
3.2	Population of the Study	47
3.3	Sampling technique	47
3.4	Research instrument	49
3.5	Reliability and validity of the instrument	53
3.6	Data collection procedure	55

3.7	Data analysis technique	55
Chapter IV	Data Analysis and Interpretation	56
Chapter V	Summary, Findings, Conclusion, Discussion and Recommendations	105
5.1	Summary	105
5.2	Findings	107
5.3	Findings according to demographic variables of respondents	110
5.4	Perception of principals about teachers, performance	111
5.5	Conclusion	112
5.5	Recommendations	113
References		115
Appendix A		126
Appendix B		128

List of Tables

Table4.1	Frequency of demographic variables of principals
Table4.2	One sample statistics of responses about participation of teachers in students' admission process
Table4.3	One sample statistics of responses about participation of teachers in streaming of classes'
Table 4.4	One sample statistics of responses about participation of teachers in administration of external public examinations.
Table 4.5	One sample statistics of responses about participation of teachers in administration of internal- Examination.
Table 4.6	One Sample statistics of responses about participation of teachers in processing application.
Table 4.7	One sample statistics of responses about participation of teachers in planning and supervision of extracurricular activities.
Table 4.8	One sample statistics of responses about participation of teachers in organizing annual school functions.
Table 4.9	One sample statistics of responses about participation of teachers in production of time table for the next school year.
Table 4.10	One sample statistics of responses about participation of teachers in processing applications for to higher education.
Table 4.11	One sample statistics of responses about participation of teachers in Guidance and counseling.
Table 4.12	One sample statistics of responses about participation of teachers in planning school calender.
Table 4.13	One sample statistics of responses about participation of teachers in school discipline enforcing.
Table 4.14	One sample statistics of responses about participation of teachers in preparation of school annual estimates.
Table 4.15	Sample statistics of responses about participation of teachers in Supervising annual stock taking exercise.
Table 4.16	One sample statistics of responses about participation of teachers in control and allocation of funds and resources.

Table 4.17	One sample statistics of responses about participation of teachers in selection of textbooks.
Table 4.18	One sample statistics of responses about participation of teachers in allocation of teaching periods to various subjects.
Table 4.19	One sample statistics of responses about participation of teachers in Arranging duty roster of staff.
Table 4.20	One sample statistics of responses about participation of teachers in substitute teachers for teachers on sick/causal/ study leave.
Table 4.21	One sample statistics of responses about participation of teachers in Recruitment teachers.
Table4.22	One sample statistics of responses about participation of teachers in Staff appraisal process.
Table 4.23	One sample statistics of responses about participation of teachers in Drafting/amendment of school rules.
Table 4.24	Sample statistics of responses about participation of teachers in Resolving staff grievances.
Table4.25	One sample statistics of responses about participation of teachers in students' admission process.
Table4.26	Independent sample statistics of responses about participative management with regard of gender
Table 4.27	Independent sample statistics of responses about participative management with regard of experience
Table 4.28	Independent sample statistics of responses about participative management with regard of institutional sector
Table4.29	ANOVA statistics of responses about participative management with regard of education.
Table4.30	Frequency of demographic variable of principals
Table 4.31	One sample of responses of principals about teachers' performance
Table 4.32	Independent sample statistics of responses of principals about teachers' performance with regard of their gender
Table4.33	Independent sample statistics of responses of principal about teachers' performance with regard of their experience

Table 4.34 Independent sample statistics of responses of principals about teachers' performance with regard of their institutional sector

Table 4.35 ANOVA statistics of principals' perceptions about teachers' performance.

Chapter 1

Introduction

The concept of participative management is not new. However, it is enjoying a renaissance as a result of Japanese industries' success using this concept; its endorsement by the leading professional associations of school administrators; and its successful application in American educational institutions; most important, growing research evidence suggests that participative management, properly conceived and applied, can make a substantial contribution to the productivity and quality of work life (Ribeiro Soriano, Pardo-del-Val, Martínez-Fuentes, & Roig-Dobón, 2012). Studies have supported the desirability of participation in management in business as well as in educational organizations (Benoliel & Somech, 2010).