



## Comparative Analysis About the Performance of Regular and Acting Heads of Secondary Schools in Punjab

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### Abstract

Education is an important tool which plays a vital role for the development of socio-economic growth of the country. To achieve this objective the performance of the headship has made a major contribution. The aim of this study was to determine the comparative analysis of the performance of regular and acting heads of secondary schools in Punjab. The population of the study was secondary school heads from Punjab whereas, 421 (Regular= 248, Acting= 173) respondents were selected from the six districts (Sialkot, Lahore, Bahawalnagar, Pakpattan, Faisalabad and Sargodha) as sample selected through simple random sampling technique. The primary data was collected by using self-administered questionnaire which was administered on the bases of previous research through survey method. The Statistical Package for Social Sciences (SPSS) was computed to analyze the data according to the research questions proposed in this study. The findings of this study revealed that there was a significance difference found between regular and acting heads about the dimension's role and responsibilities, and performance but there was not found a significance difference between regular and acting heads regarding the dimension administration and supervision. Furthermore, except supervision and whole school development all the dimensions such as role and responsibilities, safety measures and security, quality education, leadership and management, monitoring and mentoring, pedagogical and classroom support, support to stakeholder and community, and professional development. Additionally, on the behalf of the findings it was concluded that the mean score of the regular heads was greater than acting heads. The study is beneficial for the enhancement of the teaching-learning process by adopting the innovative strategies and techniques.

**Keywords:** Performance, Heads, Secondary Schools, Regular/Acting

### 1. Introduction

Education is a type of learning system which is aimed at socializing the individuals and creates an impact on the socio-cultural fabrics of the society because of the considerable structural changes that are happening in all aspects of life. It is the responsibility of a teacher to teach children based on the guidelines provided under the national guidelines. In the 20<sup>th</sup> century, the concept of education was used to get jobs and it act as a base of skills in this field. This idea replacement introduced different concepts regarding the role of a teacher over time. In 21<sup>st</sup> century, the children education demands opportunities of knowledge, ethics, aesthetics, and development of skills among them and the provision of such an environment in school through which children can be guided constructively for their development. This century has also witnessed the developments as evident by industrialization and technological advancements for living standards' development (Ahmad et al., 2020; Shakir, 2011; Szirmai, 2013).

According to the National Education Policy 2009, usually, students of secondary school education choose their future line of action. The diversification of human beings and the value of secondary school boosted the value of heads of secondary schools. A school head is a person round him the whole school development revolves. His/ her qualities, positive attitude, requisite knowledge, and professional skill play an important role to improve the functioning of government schools by enhancing the education quality in line with policies of government. He / she may plan and organize the resources and opportunities in a systematic way to promote and develop the quality of education (Jabbar & Hussin, 2018; 2019). Being a head of the school, he/ she is assigned with responsibilities of the making of the effective utilization of available resources (Govinda, 2002; Halai & Durrani, 2020).

In Punjab, there are two categories of heads in secondary and higher secondary schools by position (regular & acting). The regular heads are selected by recommendation of public service commission or the authority of school education department after qualifying competent procedure. Whereas, acting head is a temporary post to fill the vacant posts of head by senior most teachers with additional duty with his / her own primary responsibilities. According to the School Education Department (2020), there are about 40% to 50% vacant positions of heads in secondary and higher secondary schools in different areas of Punjab. So, for smooth running of the schools, the school education department recommends most senior teachers at that school to be acting heads on administrative grounds. Thus, the acting head is given authority of head without Drawing and Disbursing Officers (DDO) power. Appointment letter for empowerment of acting heads is given in appendix A (Head Teacher Guide, 2013; Letter of Secretary School Education, 2009).

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## 2. Literature Review

The last stage of formal education is secondary school education and is one of the basic steps that have a major contribution in the progress of any nation. The cultural, economic, and social welfare of growing nations depend on education. Based on convincing evidence, it has been depicted that there exists a link between education and economic and social progress. Therefore, the government policies are intended to make everyone able to get formal education. Thus, investing heavily to foster education sector so the socio-economic situations to get better. A large amount of funds for educational programs has also enhanced accountability (Fatima et al., 2022; Gull et al., 2022; Mushtaq & Kayani, 2013). Secondary education, being the last step of formal education, is necessary for all the nations of this world after completing primary and elementary level education. After getting this level of education, students normally attend colleges or universities. In Pakistan, compulsory education has three levels i.e. primary, elementary education and secondary education. Secondary education is also called high school, middle school, vocational institutions, or gymnasium etc. in some countries. The secondary education system comprises of lower and upper secondary education system. These education system stages can be taught within the same institutional building or separately (Khan et al., 2020).

In addition, educational institutes have a major role in countries' socio-economic development. These objectives are attainable with teachers' contribution. That's why education institutes involve in recreational activities for the professional growth over the country by developing academic capabilities. To fulfill this cause, public sector educational institutes meet their financial requirements from the government (Zulfqar et al., 2016). In an organization, a teacher is regarded as an icon of development in the entire process. That's why institutional objectives are not achievable without teaching faculty's participation. Teachers are also regarded as field managers in the organization who observe the things (Lin, 2014). Different organizations require different types of activities from the employees depending on their mission and vision. The employees put maximum efforts into successful accomplishment of goals according to the set standards. Employees' performance contributes to making the beliefs and overall image of the organization towards their customers (Iqbal et al., 2015; Zafar et al., 2017). Multidimensional tasks are used for calculating the employees' performance based on the ability of an individual to achieve the goals by staying focused on the organizational standards (Torlak et al., 2019). The kind of human factors that cause to be educational examined by teaching and non-teaching organization. The principal of secondary school is a superior associate of teaching staff members that are a lot for piloting the school issues by using their educational values, intelligence, experience, and information. They are the chief administrator supervisor that absorbs the top situation in the secretarial organization of the school (McBride, 2014; Owan & Agunwa, 2019). It could also be considered as the manager conscientious for manufacture main conclusion and behavior necessary for the achievement of the school objective (Dave & Raval, 2014; Ali et al., 2019). Teaching is one of the superior jobs and is still in the developing phase. In the previous 20 years, teaching jobs have been subjected to a lot of transformations. Al-Smadi and Qblan (2015) stated that passion creates the devotion towards performance and ground of teaching to practice extra vocation alternative. In the modern era there are number of challenges for teachers together with place of work conditions and sympathetic administration (Anwar et al., 2022; Bojadjiev et al., 2015; Sarwar et al., 2022).

Employees' job performance plays a crucial role in the growth of an organization. Different job discrepancies are caused by the employees during their duty hours. The employees focus on tasks for the successful completion of different activities (Ardakani, 2012; Hakim & Fernandes, 2017). According to past researchers, it has been realized that institutional upgrade has a direct relation with the employees' performance. The organizations are focused on enhancing the professional competencies of the employees for enhancing the performance of employees which is one of the major sources for organizational growth (Wen et al., 2019).

In this modern era, it has also been identified that performance is a vital element for successfully completing and achieving the objectives of an organization. Additionally, employees' performance defines the dedication level with work (Shafiq & Hamza, 2017). All the institutes have their strong visions and missions which can be accomplished with the help of employees' effective performance. Therefore, the performance of employees along with other variables contributes greatly towards the actual growth of the organization (Bhat & Bashir, 2016; Hashim & Shawkataly, 2017).

The contribution of employees' performance plays a major role in the overall performance of the organization. For achieving the set goals, it is required that educational organizations should focus on human capital development for enhancing its viability and efficiency (Janudin & Maelah, 2016). As far as the performance in teaching is concerned, previous literature reveals that studies related to the educational field mostly emphasize the organizational performance fairly with the performance of employees (Zafar et al., 2017). In underdeveloped countries, the stated size and intricacy of the difficulties for secondary education are disappointingly adequate as well as the variety of factors and the pressing urge to upgrade results are. Various research has figured out projects which move money

can help in increasing association in secondary education. Yet it is unexplored about the strategies caused by without money to cooperation (Khan & Haseeb, 2017; 2019).

### 2.1. Research Questions

1. What are the role and responsibilities of heads of secondary schools?
2. What are the administrative problems faced by regular and acting heads of secondary schools?
3. What is the performance level of regular and acting heads of secondary schools?
4. Whose performance is better with respect to regular and acting heads of secondary schools?

### 3. Research Methodology

This study is quantitative based on casual comparative research design. The major objective of this research was to examine the performance of heads from secondary schools in Punjab. The population of the study was secondary school heads from Punjab whereas, 421 (Regular= 248, Acting= 173) respondents were selected from the six districts (Sialkot, Lahore, Bahawalnagar, Pakpattan, Faisalabad and Sargodha) as sample selected through simple random sampling technique. The primary data was collected by using a self-administered questionnaire which was administered based on previous research through survey method. The reliability of the questionnaire was checked by applying Cronbach's Alpha coefficient which was greater than 0.7 (Cronbach, 1951; Nunnly, 1978). Moreover, face and content validity were measured with the help of some experts. The Statistical Package for Social Sciences (SPSS) was computed to analyze the data according to the research questions proposed in this study; both descriptive (Mean, Standard Deviation) and inferential statistics (independent sample t-test) were applied to evaluate the research questions.

### 4. Data Analysis

#### 4.1. Descriptive Statistics

The descriptive statistics was computed through means and standard deviation. Five-point Likert response scale of 1). Strongly Disagree to 5). Strongly Agree was used to measure the variable of the study. The results of the descriptive statistics for all the dimensions were presented in Table 1 as shown in the mean values of role and responsibilities was 3.47 while administration and supervision were 3.62 and performance was 3.57. This revealed that the sampled heads perceived to be moderate in terms of their performance.

**Table 1. Descriptive Statistics**

Dimensions	Mean	Std. Deviation
Role and Responsibilities	3.47	.98
Administration and Supervision	3.62	.99
Performance	3.57	.94
Overall	M= 3.55	SD= .97

#### 4.2. Independent Sample t-test

A statistical method, independent sample t-test is used to compare the means of two separate groups. Additionally, a statistical method called the Independent Sample t-test is used to compare the means of two independent groups. Furthermore, the means of two samples taken from the same population may match each other. However, when samples are drawn from two different populations, the sample mean may vary. In this instance, it is used to determine whether two populations' means are similar and to form inferences about them. The independent t-test, also known as the two-sample t-test or independent-samples t-test, is an inferential statistical test that compares scores on the same variable but for two different groups of cases to determine whether there is a statistically significant difference between the means in two unrelated groups. For this study, to compare the significant difference between regular and acting heads t-test independent was administered according to the research hypotheses.

**Table 2. Independent sample t-test between regular and acting heads regarding the dimensions of the Study N= 421(Regular=248, Acting=173)**

Statements	Group	N	M	SD	df	t	Sig
Role and Responsibilities	Regular	248	3.71	.76	419	6.74	.00*
	Acting	173	3.22	.69			
Safety Measures and Security	Regular	248	3.62	.86	419	2.33	.02*
	Acting	173	3.43	.67			
Quality Education	Regular	248	3.49	.88	419	4.15	.00*
	Acting	173	3.15	.70			
Supervision	Regular	248	3.90	.81	419	1.26	.20
	Acting	173	3.80	.77			

Leadership and Management	Regular	248	3.42	.92	419	2.08	.03*
	Acting	173	3.24	.71			
Monitoring and Mentoring	Regular	248	3.59	.85	419	-2.28	.02*
	Acting	173	3.76	.60			
Pedagogical and Classroom Support	Regular	248	3.56	.78	419	4.08	.00*
	Acting	173	3.27	.65			
Support to Stakeholder and Community	Regular	248	3.68	.84	419	1.91	.05*
	Acting	173	3.54	.61			
Professional Development	Regular	248	3.56	.88	419	3.89	.00*
	Acting	173	3.26	.70			
Whole School Development	Regular	248	3.83	.82	419	1.34	.18
	Acting	173	3.72	.72			

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was a significant difference found whereas mean score of regular heads was (M= 3.71, SD= .76) greater than acting heads (M= 3.22, SD= .69) and p value was less than .05 regarding role and responsibilities.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was a significant difference found whereas mean score of regular heads was (M= 3.62, SD= .86) greater than acting heads (M= 3.43, SD= .67) and p value was less than .05 regarding safety measures and security.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was a significant difference found whereas mean score of regular heads was (M= 3.49, SD= .88) greater than acting heads (M= 3.15, SD= .70) and p value was less than .05 regarding quality education.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was not a significant difference found whereas mean score of regular heads was (M= 3.90, SD= .81) greater than acting heads (M= 3.80, SD= .77) and p value was greater than .05 regarding supervision.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was a significant difference found whereas mean score of regular heads was (M= 3.42, SD= .92) greater than acting heads (M= 3.24, SD= .71) and p value was less than .05 regarding leadership and management.

To assess analyze the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result showed that there was a significant difference found whereas mean score of regular heads was (M= 3.59, SD= .85) less than acting heads (M= 3.76, SD= .60) and p value was less than .05 regarding monitoring and mentoring.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result was shown that there was a significant difference found whereas mean score of regular heads was (M= 3.56, SD= .78) greater than acting heads (M= 3.27, SD= .65) and p value was less than .05 regarding pedagogical and classroom support.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result was shown that there was a significant difference found whereas mean score of regular heads was (M= 3.68, SD= .84) greater than acting heads (M= 3.54, SD= .61) and p value was less than .05 regarding support to stakeholder and community.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result was shown that there was a significant difference found whereas mean score of regular heads was (M= 3.56, SD= .88) greater than acting heads (M= 3.26, SD= .70) and p value was less than .05 regarding professional development.

To assess the difference of opinion between regular and acting heads about the dimensions of the study. The statistical result was shown that there was a significant difference found whereas mean score of regular heads was (M= 3.83, SD= .82) greater than acting heads (M= 3.72, SD= .72) and p value was less than .05 regarding whole school development.

## 5. Conclusions

It was concluded that the secondary school heads are aware about the job responsibilities and agreed about their performance. Moreover, it concluded that there was a significance difference found between regular and acting heads about the dimension's role and responsibilities, and performance but there was not found a significance difference between regular and acting heads regarding the dimension administration and supervision. Furthermore, except supervision and whole school development all the dimensions such as role and responsibilities, safety measures and security, quality education, leadership

and management, monitoring and mentoring, pedagogical and classroom support, support to stakeholder and community, and professional development. Additionally, on the behalf of the findings it was concluded that the mean score of the regular heads was greater than acting heads. The findings of this study are in line with the previous research (Ahmad & Batool, 2018; Ali et al., 2019; Owan & Agunwa, 2019; Shafiq & Hamza, 2017; Wen et al., 2019; Zafar et al., 2017; Zulfqar et al., 2016).

### **5.1. Implications of the Study**

The implications are evident from the research findings. The framework of the study is based on the gaps of past research whereas, the current research study attempts to enrich the reviewed literature and contributing towards the school administration. Inconsistency has been found in the literature and gaps were identified which were suggested to be clarified by further studies. The major construct was performance as order with multi-dimensional which contributed significantly for developing secondary educational institutes with the help of experiences and skilled human capital by adoption of several techniques and methods.

This empirical research has examined that role of heads, in the context of secondary education context and particularly in Pakistan. Although various research studies have analyzed the contribution of performance at individual level; and determined the collective contribution of the three dimensions of performance in education management. The enhanced performance of schools will lead to higher rate of retention because of significant role played by heads for secondary education development which would result in reducing costs association particularly in Pakistan. This research has revealed the methods adopted by the heads to elevate the performance in educational institutions. Moreover, this study indicated that positive headship is more persuasive towards the development of whole organization. That's why, the findings of this research give a framework for heads and administrators of school for predicting how positive headship influence the performance of the employees by rendering the supportive working environment.

According to the findings of this research study explored the positive role of the heads for the development of quality education. These outcomes may be a source of attention for academic researchers who study to investigate the enhancement of performance. The key stakeholders of schools and community including academicians and administrators might also have interest in the contributions of findings for improving the work environment and retention of academic staff to develop secondary education institutions. Further actions might be taken by the head by adjusting in their head leadership style based on indicated priorities of academic faculty members that might be helpful for attaining or enhancing possible level of best performance. According to the results of analysis, heads are likely to be a key determinant to improve whole school development.

It is evident from the findings that teachers were mostly likely to have satisfaction and motivation regarding their job and would be willing for exerting more efforts when their head displays self-confidence, promotion, personal conviction, energy, assertiveness and charisma. Therefore, a model for administrators is provided by this research for predicting how their heads would influence faculty members' job performance. As stipulated, the role of heads includes the enrichment of environment when there are inadequate existing rewards. According to them, the vision and intellectual stimulation of heads have great impact in situations of motivation. Moreover, research provided a roadmap for the decision makers of secondary education to successful improvement of performance by using the best headship.

There is great claim to encounter the internal and external values in the world so that it could assist as a mutual orientation for the entire academic world locally and globally. Moreover, the issues surrounding these topics will remain the focus of educational research, practically in educational management field. It will enhance the credibility of the educational system. If the secondary education sector meets the standards, it will ensure consistency. One of the major benefits of following these standards would be the exchange of ideas among the standards and experiences of other agencies locally and globally which ultimately harmonizes the benchmarking and re-engineering of existing educational quality. It would ultimately create the relationship of mutual trust and integrity between and among the beneficiaries of educational products. In addition to all the above-mentioned benefits, the major advantage to the educational system would be mutual recognition of degrees at global level based on defined standards for management.

Methodological implications have also been mentioned. The performance was taken as a multi-dimensional variable. However, other dimensions were taken and examined. The findings obtained from this study would act as core for future research aimed to use hierarchical models and the techniques could be utilized or assessing the psychometric characteristics of all the dimensions and main variables. Although previous researchers have conceptualized the performance of heads in different ways, this study re-conceptualized them with respect to performance which makes this research important for school administration, researchers and practitioners.

## 6. Discussion and Recommendations

Pakistan is one of the developing nations where secondary education institutions' standards are in progress. In race of development, Pakistan tends to progress, therefore, education is a key element for this success. For better education, better standards are required which can be ensured only by service quality management strategies adopted by any educational institution. These strategies as it focusses over educational management strategies adopted by public sector in Pakistan. In Pakistan, great achievements for the betterment of secondary education sector have been recorded since last couple of years. Government is working with full enthusiasm with greater diversity of institutions that are responsible for offering professional academic programs. In the global scenario, education has become a basic tool for better survival. The expansion of education has affected its standards as well, so now education means having more knowledge with a variety of modes, a better learning environment and proper course delivery.

Pakistani public institutions are making efforts for formulating a new method for boosting students to follow studies within their nation rather than going abroad. This strategy is utilized for developing educational sector and encouraging the educational sector for meeting the standards as per the quality of education and country's needs. Several efforts have been made for developing and maintaining the management system based on philosophy of spreading speedy education system in the secondary schools. Although this research work has given useful findings for the development of secondary education but there are some limitations which have been identified and might guide future research work.

It also recommended that future researchers should study this phenomenon using longitudinal design by measuring the variable in different space and time contexts. This study was limited to descriptive research design and did not involve time series data. A longitudinal approach would provide a different explanation. Moreover, present research study was conducted with reference to public secondary schools located in Punjab and there exists highest number of Pakistani public schools in this region. For generalizing the study's outcomes, further research should be conducted in which other regions of country should be involved by utilizing same instruments for research. Additionally, further research could be conducted in other developing nations. The inspection of management strategies is very crucial that franchise provisions and their full or limited control. Additionally, as the performance of the heads is linked with the job performance of teachers and whole school development in this study; future research could be carried out for including non-academic staff members working in different academic departments as respondents.

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