The Impact of Decision-Making and Its Relationship to Leadership Patterns among Intermediate School Principals from Their Teachers' Perspective

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Abstract

This study aimed to identify the impact of decision-making and its relationship to leadership patterns among intermediate school principals from their teachers' perspective in Riyadh region, Saudi Arabia. And The extent of principals' practices of the stages of educational decision-making, the study also aimed to identify the impact of each variable (gender, qualification, years of experience, workplace) on staff estimates of common leadership pattern and educational decision-making among intermediate school principals from their teachers' perspective in Riyadh region, the study used descriptive analytical method, questionnaire has been used as a tool to cover practical side of the study , it was designed according for the purposes of the study in recognizable scientific steps, it has been applied to the study sample which consisted of (374) regular teachers in the second semester of the academic year (2015-2016). To answer the questions of the study, methods of descriptive and analytical statistics have been used by using the Statistical Package, frequencies and percentages have been extracted and Cronbach's alpha testing has been used to identify the reliability of study tool, to answer the questions of the study ,arithmetic averages and statistical deviations have been used, test unilateral variation One Way Anova, Scheffe Test and Independent Sample Test have been used, Results had come to effectiveness of decision-making and its relation with leadership patterns among intermediate school principals from their teachers' perspective in Riyadh region, Saudi Arabia.

Keywords: leadership, decision-making, leadership pattern, school principal, teachers.

Introduction

The success of educational administration depends on its leadership , educational leader plays an important role in identifying the targets, making plans, making the right decision, leader organizes his group's efforts and coordinates between members (Booker,2003), if administration is to find out the needs which should lead to make successful organization, leadership represents in making individuals performing it, principal puts business strategy, but if there is no effect on workers in the educational institution to carry strategy out, failure will inevitably (Refik,2010).

Leadership has numerous theories and recognizable patterns including democratic pattern whereas individuals participate in target formulations, planning, activities implementation and evaluation (Oguz,2011), leader authorizes some of this responsibilities to his subordinates, autocratic pattern, and the leader take decision by himself , the relationship between him and his subordinates based on fear and his subordinates follow instructions without discussion ,in correspondence pattern(Molero,2007), the leader is negative and no trace to his existence and individuals do what they want without leader's intervention. Undoubtedly, (Aldahmashi, 2012) there is relation between common leadership pattern in educational institution and decision-making process, decision-making is cooperative process that has its problems and obstacles (Military, 1983).

Larry (1999) conducted a study that aimed to examine the Perception of Teachers at Select Middle School on The Role of Teachers in Shared Decision Making in Wayne State University. Decision-making process became administrative process core (lybec, 2002), success of any organization or institution depends on its leadership's ability and adequacy in appropriate decision-making, what increased the importance of decision-making process in the field of educational administration came from what modern educational institution witnessed about the problem of multiplicity and complexity of its goals and the conflict between these goals sometimes (Epps, 2002).

Decision-making process is considered one of the essential functions for the principal and educational leader is described who makes decisions and his ability in decision-making distinguishes him from other members of organization, educational decision-making process or administrative decision-making require providing facts based on data and information, decision adequacy depends on its manufacturing method not on decision-making authority(Sahin,2004) that means one decision is resulted from group of views and suggestions(Lina,2003), each one of them represents certain contribution in decision-making, in order to achieve decision-making goals , administration must take into account the following considerations: available time, economic factor, and the distance between superiors and subordinates, secret meetings (Kathleen,Wheelihan 2004). There are many varied advantages come from developing and promotion(Amburgey ,Dale2005) the participation in decision-making that summarizes in the following advantages: administration leadership development, achieving mutual trust between leader and his subordinates, accept decisions by subordinates ,decision-making rationalization, in the field of administration, leader faces many attitudes and problems that requires specific decision-making(Hawkins,2002) .Decision-making happened in many ways, the most important one is known as the scientific method which includes many consecutive steps and stages that begin with defining problem stage and end with decision-making stage (Angus, D, P, 2009).

The problem of the study

In general, leadership patterns vary among educational leaders, particularly among school principals due to difference in their degrees, experiences and cultural backgrounds and their view of leadership, therefore, each type or pattern of leadership has its nature and prosperities distinguishes it from the other patterns, then each principal has remarkable way in administration which creates distinction in leadership patterns , therefore the study came to identify the impact of decision-making and its relationship What degree of decision-making and its relationship

The study questions

The study aimed to identify the impact of decision-making and its relationship to leadership patterns among intermediate school principals in Riyadh region, Saudi Arabia from their teachers' perspective through answering the key questions of the study, what degree of decision-making and its patterns among intermediate school principals in Riyadh region, Saudi Arabia from their teachers' perspective.

The importance of the study and its objectives

The study aimed to identify the impact of decision-making and its relationship to leadership patterns among intermediate school principals in Riyadh region, Saudi Arabia from their teachers' perspective .The importance of the study came from it's being helping the development of principals' preparation and programs and train them in the field of effective decision-making and solve the problems that face them to attain effective and successful leadership.

Methods and Procedures

The study methodology

The study used descriptive analytical approach to identify the impact of decision-making and its relationship to leadership patterns among intermediate school principals from their teachers' perspective in Riyadh region, Saudi Arabia.

The study sample

The study sample consisted of (347) of regular teachers in Riyadh region, Saudi Arabia during the second semester of school year (2015-2016).

The study tool

Questionnaire was used as a tool to cover the practical side of the study; it was designed to achieve the study targets according to recognizable scientific steps that were applied on the study sample.

Validity and reliability of study tool

The questionnaire was presented to a number of arbitrators of faculty members to verify the validity of its clauses until the study tool finally appeared, the study considered according to the arbitrators' opinions and edits as indication of validity of study tool content and its relevance and diversity clauses, after making the required amendment, balance was achieved between study tool content in its clauses which confirm standard validity.

Results of the study and discussion

To answer first question researcher used frequencies, averages and percentages, the following table illustrates this: Table number (1) shows frequencies, averages, statistical deviation and proportional weight for each paragraph of decision measurement effectiveness paragraphs and its arrangement in the area (N=623)

No	Paragraph	Total responses	Average	Statistical deviation	Proportional Weight	Ranking
1	School principal shows a sense of decision-making problem	2619	4.204	0.840	84.08	2
2	School principal shows his ability to face the problem	2696	4.840	0.789	86.55	1
3	School principal looks for problems' symptoms and manifestation	2597	4.169	0.829	83.37	3
4	School principal determines precisely problem decision	2503	4.018	0.904	80.35	10
5	School principal looks for problem causes of subject decision	2540	4.077	0.886	81.54	6
6	School principal defines the needed data and information for decision-making	2490	3.997	0.858	79.94	11
7	School principal promotes teacher to present needed data and information	2528	4.058	0.954	81.16	8
8	School principal discusses the validity of collected data	2434	3.907	0.943	78.14	14
9	School principal excludes inappropriate data	2433	3.905	0.938	78.11	15
10	School principal analyzes correct data and information in organized way	2424	3.891	0.915	77.82	16
11	School principal looks for variety of alternatives and solutions for the problem	2423	3.889	0.940	77.78	17
12	School principal promotes teacher to suggest appropriate alternatives and solutions	2403	3.857	0.104	77.14	19
13	School principal puts clear standards to evaluate suggested alternatives and solutions	2361	3.790	0.943	75.79	23
14	School principal participates teacher in suggested solutions evaluation	2249	3.610	1.058	72.20	31
15	School principal evaluates suggested solutions for the problem of decision-making	2365	3.796	0.933	75.92	32
16	School principal makes the right decision	2466	3.958	0.917	79.17	12
17	School principal takes into consideration approved decision agreement with administrative systems	2552	4.096	0.890	81.93	5
18	School principal formulates decision clearly	2560	4.109	0.904	82.18	4
19	School principal chooses the appropriate time to declare the decision	2420	3.884	0.979	77.69	18
20	School principal prepares the suitable environment for approved decision	2335	3.748	1.003	47.96	26
21	School principal puts obvious plan to implement the decision	2528	4.058	0.882	81.16	7
22	Schools principal shares teachers in implementing the prepared plan decisions	2251	3.613	0.988	72.26	30
23	School principal provides varied needed materials to implement the decision	2279	3.658	0.934	37.16	29
24	School principal coordinate workers' effort during implementing decision	2338	3.753	0.942	75.06	25
25	School principal evaluates decision results after implementing	2519	4.043	0.919	80.87	9
26	School principal illustrates that decision was precisely implemented	2441	3.918	0.908	78.36	13
27	School principal puts clear standards for decision evaluation process	2373	3.809	0.906	76.82	21
28	School principal discusses decision results after implementing	2393	3.841	0.988	74.86	20
29	School principal discusses teachers about decision achieving targeted purposes	2332	3.743	1.018	74.82	27
30	School principal makes new decision after the feedback of decision implementing	2346	3.766	0.992	735.31	24
31	School principal establishes effective participation principal in decision-making	2294	3.682	1.054	73.64	28
32	School principal uses mental administrative technology methods like simulation and procedural research	2157	3.462	1.106	96.25	32
Total		**77649**	**124.637**	**21.792**	**77.90**	

Evident from above table which shows that total degree of decision-making effectiveness has gained proportional weight estimated (77.90%) significantly according to used criterion, which indicates that effectiveness degree of decision-making among school principals in Riyadh region is good ,researcher attributes to middle school principals' interest in varied decision-making steps and follow them up to reach to aimed effectiveness.

It is clear from the above table:

The highest three paragraphs in the field were:

Paragraph 2 which included" School principal shows his ability to face the problem" has taken the first rank with proportional weight estimated (86.55%)

Paragraph 1 which included "School principal shows a sense of decision-making problem" has taken the 2nd rank with proportional weight estimated (84.08%)

Paragraph 3 which included "School principal looks for problems' symptoms and manifestation" has taken the 3rd rank with proportional weight estimated (83.37).

The researcher viewed that last behaviors of intermediate school principals' for a sense of decision-making problem that will take, happen very often from teachers' perspective, this indicates high level of problem awareness that faces school principal and at the time of decision-making by him, due to a feeling of responsibility among intermediate school principals and their obvious feeling of problems they face that requires appropriate decision-making.

It is also clear from the above table:

The lowest three paragraphs in the field were:

Paragraph number (22) which included "school principal shares teaches in prepared plan to implement decision had rank number(30)with proportional weight estimated (72.26%), paragraph number (14) which included " school principal shares teachers in evaluating suggested solutions had rank number (31) with proportional weight estimated (72.20%) in high degree to some extent , that indicates many intermediate school principals share teachers in preparing plan to implement decision , and share them in suggested solutions evaluation , but it is in a degree that requires more encouragement and cooperation.

Paragraph number (32) which included " school principal uses mental administrative technology methods like stimulation, procedural research in making different decisions had the last rank number (32) with proportional weight estimated (96.255) in large degree in its fall estimated (68%) according to used standard , that indicates intermediate knowledge to some extent among intermediate school principal by using modern technology in decision-making like stimulation, procedural research that focused on it recently.

Researcher noted through his revision for the paragraphs had ranking between (20-32) including but not limited (school principal shares teachers in evaluating suggested solutions) and (provides varied needed resources for decision-making) and (establishes effective participation principle in decision-making) and (prepares suitable environment to accept the approved decision) and other behaviors that have proportional weight around (75%) and less than , although its availability degree is (high) according to the criterion, that indicates school principals' interest in this behaviors is above average, and lack of focus when they make different decisions ,implement them, follow them up and evaluate the results, take advantage of them in feedback when deciding new decisions, establishing effective participation principle in decision-making by intermediate school principals for their teachers and different school individuals , less frequently than required.

Recommendations

1. Holding intensive training courses for school administrators before they handle their jobs, to increase awareness and knowledge about the importance of different leadership patterns and decision-making and impact of each of them on workers' performance under their leaderships.
2. Exchange educational experiences with other schools to take advantage of them.
3. Put specific and systematic mechanisms including more participation when formulating the vision and mission of the school.

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