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IMPACT OF PRINCIPALS' ADMINISTRATIVE STYLES ON JOB PERFORMANCE OF PHYSICAL EDUCATION COLLEGE LECTURERS

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KEYWORDS	ABSTRACT
Principals' Administrative Style, Job Performance, College Lecturers	The teachers' job performance is means through which teachers behave in teaching process results in effectiveness of the concerned teachers. The study aimed to examine impact of principal leadership styles on job performance of physical education teachers in the government degree colleges in district Layyah. The study objective was to analyze impact of administrative style of the college principals as perceived by physical education teachers. All the lecturers in physical education and students at government degree colleges were the population of the study. A promptly developed two separate Likert type questionnaires were used for data collection (first for teacher & second for students). Using descriptive and inferential statistics, data analysis was performed. The alpha level to test hypotheses was .05 for t-test/Chi-Square test and .01 for regression test. Both the questionnaires were presented with frequencies and percentages with indications of majority groups. On data analysis basis, following findings are drawn. The scholar found the significant outcome at teachers at college level with respect to administrative styles on job performance. Results revealed that significant outcomes towards physical education teachers job performance at colleges.
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INTRODUCTION

The previous studies provide valuable results about effective role of the teachers in teacher education. The research study by Roul (2012) explained that colleges are as respectable as their head-teachers in diverse contexts and situation. According to Sergon (2005) explained that colleges triumph depends upon the positive relationship of HODs and other staff. The author further argued that the principal gets things ended and has capability to moderate, stimulate, direct, guide and snoop. These quality traits are vital for heads to be active in their task. "Managing the college is like charting a ship through turbulent waters" (Shum,

Cheng & Chengyc, 1997). The role of college heads is very essential in decisive successful implementation of management and enhancing job performance of the lecturers including LPEs at college level. According to Shank and Lyberger (2014) explained that one of main components which affects college effectiveness and progress is the optimistic behavior of HODs and their managerial style provided by each institution (Robinson, Lloyd & Rowe, 2008). Reported by Lambert et al, (2001) "an excellent based-management demands an effective college leadership or administrative style where a principal can perform well his responsibilities and be able to hand both external and internal factors that influence college environmental interaction".

According to Sigilai, (2010) have identified that role of head of departments is vital factor in managerial effectiveness and performance which inspire the institutional environment, ways of social interaction, its faculty member's behaviors and jobs (Saeed & Kullan, 2011). So, all the colleges need ideal administration style for providing excellent results in academic career and other extracurricular activities and provide job satisfaction to lecturers especially Lecturer in physical education (Cahyono, Sihotang, Aman, Nadeak & Purwanto, 2020). Still, the researcher recommended that; principal at the college may always remain positive and helpful in his managing, create working environment, encourage and deliver equipment and finance to their physical education teachers during sports activities (Mohammed, Aziz, Sadq & Othman, 2020). The government may provide proper promotion opportunities to the Physical Education Teacher. In this connection, the other staff members and principals may treat the physical education teacher alike the other staff. Therefore, the principals and teachers' role are considered as paramount with regard to the prosperity and success of academic institutions.

LITERATURE REVIEW

At college level, teachers' performance depends particularly upon principal administrative style. The college's successes depend upon the effectiveness of their colleagues and their principals (Sergon, 2005). The researchers argued further that for the rapid achievement of personal plans and ideas, the principal handover mostly the charge to teachers (Rukmani, Ramesh & Jayakrishnan, 2010). The virtues of various officials are dynamic the organizations in discharging punctually their responsibilities (Menon, & Reppa, 2011; Metlif, & Popham, 2004; Nadarasa, Thuraisingham, 2014; Ndiku, Mualuko, Simiyu, Achoka & Judy, 2009). It means that head of institution administrative style in institution influences two main things, like, faculty job performance and institutional performance (Sahibzada, Jan & Khan, 2016). The head of institution non-professional insolence poses big interruption in the means of teacher smooth functioning along with institutional interests toward development (Wang, Law & Chen, 2008). The researcher intended, owing to significance to demeanor research study titled, "Impact of administrative styles of principals on job performance of teachers in physical education at the college level". The positive management style in any education

institution has dynamic part in overall academic development and co-curricular activities in the concerned institutions.

Shum and Cheng (1997) have determined that principals' position is vigorous, dynamic and inspirational in shaping behaviors of workers and faculty members attitude in institutional environment (Chebon, Aruasa & Chirchir, 2019). Due to it, all education institutions want an idyllic administrative arrangement for springy owing results in academics well as co-curricular happenings. It serves also employees' interest towards job satisfaction in linking with the pre-specified objectives attainment. In this connection, different studies provide the diverse results and outcomes (Ergeneli, Gohar, & Temirbekova, 2007; Jaafar, & Osman, 2014; Krouscas & Pennington, 1999; Mosadeghrad, & Yarmohammadian, 2006; Morris, & Beth, 2011). This research certainly found out some satisfactory answers about leadership style of principals, attitude of other staff and related queries and also take some proper measures to modify their response and utilization of present resources for promoting of job performance level of male lectures (PE) at college level in, Punjab. In this study the investigator intended to analyze the principals' administrative styles and its effect on LPEs' the job performance at college level. The researcher tried his level best to evaluate the factual position with reference to realize the job satisfaction level among physical education teachers.

Research hypothesis

H₁: There is positive effect of principals' administrative styles on job performance

METHODOLOGY

The methods and procedures are used in this section that are vital in conducting the study in systematic manner to attain desired objectives. Present research aimed to determine "Impact of principals', administrative styles on job performance of the college lectures in physical education". Researcher adopted following procedure during conduct of present study. Population of this research Study consisted of lecturers in physical education and pupils at from all government Degree colleges in district Layyah.

Table 1 Population Description of Study

SN	Name of colleges	No of total teachers	No of total students
1	GDC LALESAN KAROR	1	20
2	GDC LAYYAH	1	20
3	GDC FATEH PUR	1	20
4	GDC CHOBARA	1	20
5	GDC CHOWKAZAM	1	
6	GDC LADHANA	1	20
7	GDC KOT SULTAN	1	20
Total	Seven (07)	07	140
Grand Total		140+7=147	

The investigator developed two likert type questionnaires and used for the data collection. Both the questionnaires consisted of (34+30) 64 questions. To check contents' reliability and validity, the research scale was sent to experts of the relevant field for pre testing before it is used for the data collection. Cronbach alpha was used for its reliability. The obtained data was processed through appropriate statistical tool SPSS. In first stage, the Items Wise Frequencies and Percentages were used. In second and third stages, inferential statistics Chi-Square Test, one sample t-test and Regression, were used.

RESULTS & DISCUSSION

The results have been presented in this section as outcome of the statistical procedures that are applied for conducting the research and attaining the anticipated outcomes to conclude the study and reaching desired outcomes.

H₁: There is Significant Impact of Administrative Styles on Job Performance

Table 2 Regression Analysis

Predictor	Dependent variable	R	R ²	Adjusted R ²	F	T	US- β	Sig.
Administrative Style	Job performance	.325	.105	.099	17.071	4.132	.184	.000

Figure 1 Histogram of Administrative Style and Job Performance Data.

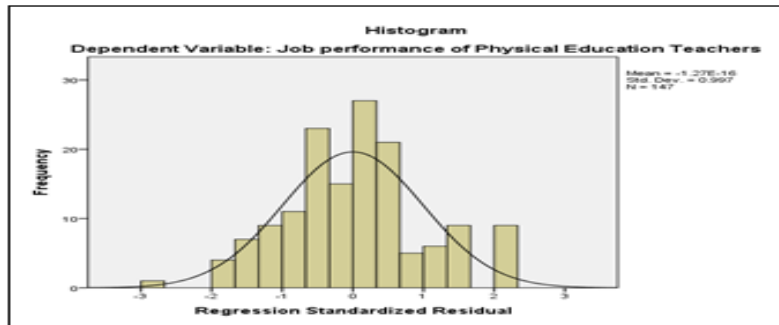
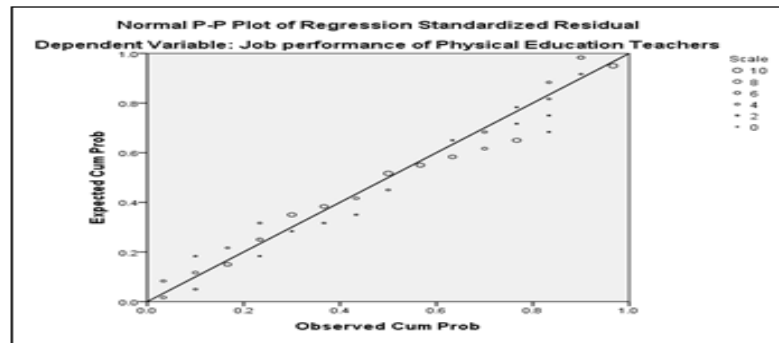


Figure 2 P-P Plot of Regression of Administrative Style and Job Performance data.



The Table 2 shows the impact of principals' administrative styles upon job performance of college LPEs. The outcomes confirm the significant result of the administrative styles on physical education teachers job performance. The influence on the job performance at the college level of teachers from the physical education was due to administrative styles was 10%. Thus, the administrative styles significantly predicted physical education teachers job performance at the college level $\beta = .184$, $t = 4.132$, $p < .05$. Administrative styles explained the significant proportion of variance in physical education job performance at college level $R^2 = .105$, $F = 17.071$, $p < .05$. Hence the hypothesis H1: There is significant impact of administrative styles of the college principals on job performance of physical education teachers is hereby accepted.

The study aimed was to determine the effect of principals' administrative styles on job performance of college LPEs. The collected data through the questionnaire were tested in data analysis and following results were obtained. The scholar found the significant impact of principals' administrative styles on lecturers' job performance at college level as evident in similar studies conducted in different contexts (Akoth & Hunnan, 2011; Barr & Tagg, 1995; Cheung & Cheng, 2002; Caprara, Barbaranelli, Steca & Malone, 2006). The effect on physical education teachers job performance at colleges is due to the administrative styles was 10%. The administrative styles significantly predicted job performance of the physical education teachers at college level. Henceforth, hypothesis H₁: There is significant impact of administrative styles of the college principals on job performance of physical education teachers is hereby accepted.

CONCLUSION

The results of this study provide the significant outcomes that helps in determining the desired aims and reaching the conclusion to make and take the decisions. The main study purpose was to see impact of administrative styles of principals on physical education teachers job performance. The objectives of the study were to analyze the administrative style of the college principals as perceived by the physical education teachers, of physical education teachers, On the basis of findings, researcher decided that there is significant impact of administrative styles of the principals upon the physical Education teachers job performance at college level. The researcher found that the main students' stream was strongly agreed that physical education teacher is an innovative and creative person and tries the students to be innovative. The researcher assumed also that there is important connection between administrative styles of principals and physical education teacher's job performance.

Recommendations/Policy implications

1. Principal at college may always remain positive and hopeful in his management of the college which leads towards the self-confidence and self-esteem of teachers towards teaching.

2. The principal may remain malleable in his communications with physical education teachers and students. This leads towards better understanding between teachers and principals to solve the problems.
3. Physical education teacher may involve by the college principal in sports related matters at college. This leads towards the smooth running of sports activities at college level.
4. College Principal may encourage their physical education teachers during sports activities and may physically participate to boost the morale of physical education teacher.
5. Principal may aware their physical education teachers at college level about their weaknesses and strength

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