

Analysis Of Administrative And Educational Experience Of School Principal In Enhancing School Performance

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Abstract

A school is a social institution and organization whose aim is to ensure quality education for students which enables them not only to be aware of all the talents but also to give individual and collective goals to the God-given talents. Apply for acquisition. The people working in every organization have different attitudes, tendencies, interests, abilities, skills, abilities, and intelligences. The goals, values, attitudes and feelings and interests of the people working in the organization have a direct impact on the organization. The secret of the success of any institution or organization lies in the collective effort. In this regard, mutual understanding and the best relationships are of utmost importance. Such relationships and culture where each individual get respect unconditionally as a member of the organization. Whole process requires all practical work and full participation, starting from the determination of the objectives to the achievement of the mission and objectives. There, the leader has a special position, and the head teacher has the status of the principal. The competence of the school principal lies in the atmosphere of pleasant relations, mutual respect, cooperation and joint movement, struggle, trust, and belief among the teachers. A qualitative research approach has been used in this research study to reach at the outcomes. The population of the research study are the schools of Malir, Karachi, whereas the data collected from 10 school principals selected randomly, and data collected through semi-structured, open-ended interview questionnaire, though data has been analyzed with thematic analysis method of research. This research study has been concluded as the school principals needs to develop a strong vision and mission, Foster a positive school culture, and use data to inform decision-making, to enhance school performance.

Keywords: Administrative, Educational Experience, School Principal, Enhancing school Performance.

Introduction

The word education is derived from the Arabic word "ilm". Which means to know and recognize/ learn about something and the individual's knowledge and getting information about something is considered in the category of education. Acquire knowledge, develop their mental abilities and get a better fit in the society. In the English language, the word education is used in the sense of "education". The word education is related to Educo which means to derive, nurture, care and develop. From these

words, the meaning of education comes out that education is a mental process that nurtures or develops the abilities given by nature and we get a better fit in the society. According to educationists and philosophers, education is defined on the basis of philosophy of life and philosophy of education. From Plato to modern educationists and philosophers, have defined education according to their philosophy of life. According to him, "Education is the result or fruit of a mental process that develops our mental abilities and skills, through which we achieve compatibility in society according to our

philosophy of life" (Ahmad, 2009). Definition of education according to Islamic philosophy of life:

"Education is a mental ability and qualification through which a person improves his material and spiritual life" (Suhag, Lashari, Malik & Memon, 2017).

Education gives the consciousness of self-knowledge to a person, who knows his self as he has attained the knowledge of his Lord. It is education that trains the abilities of a person and equips him with the highest goals of human creation.

Background of the study

According to the religious thinkers of the West, "Education is the result of the higher purpose for which the individual has been created. There is no real education except that which leads the individual to his higher objective. The center of education is God Himself. Who is the source of all powers and who is responsible for all efforts" (Ahmed, 2009).

A sociological point of view describes education as, "Education is a social process through which we acquire social understanding, competence and individual development" (Ahmed, 2009). It prepares the life according to the philosophy of life. It is a mental process by which we train next generation according to a philosophy of life, introduce knowledge, skills, habits, character inclinations, and beliefs, moral and cultural values (Pardosi & Utari, 2021; Lashari, Umrani & Buriro, 2021).

Education helps to a great extent in strengthening and sustaining the links of our personality and morals. It is clear that education is the name of the proper development of our mental and physical powers. S. Mill says that education is actually considered as a limitation of each individual's perception of the external environment. (Ahmad S. G., p. 11) Every

individual is influenced to a great extent by the environment in developing his creative powers.

Justification of the study

Due to the lack of education, many people are unable to understand society and its needs, due to which they are unable to play their role in social stability and development, neither they are aware of their duties, apart from politics, the situation is the same in every field of life. The educated class is not an exception. It is necessary to create awareness and to establish such a system that can cooperate, coordinate and promote the efforts of home, school, religious institutions, mass media and government politics to bring about social change. Especially school and during the community there should be very close cooperation in this regard (Fathurrochman et al., 2021).

According to the Universal Human Rights Resolution of the UN, every human being has the right to get education. (UNESCO Education Strategy, 2014-21) Education should be such that the overall development of the personality of individual. When a nation educates its children, it lays the foundation for socio-economic revolution and sustainable development – whenever a society strives to promote the world, enrolling children in school and ensuring that Students should have a better and favorable educational environment and opportunities. The importance of management and organization for the achievement of educational goals and effective education is unquestionable. It helps to provide an environment where education is inclusive for all and plays an integral role in the all-round development of the individual. And plays a diligent role. After understanding the concept of management and its need, we discuss its scope. Any educational performance, its educational administration leads to better management. The literal meaning of management is good arrangement, good management, planning, strategy, group of managers and the

group that runs a system in practical form. Keeping all these meanings and concepts in mind, "Management" can be called a group that implements a system. Organization includes all the human efforts and activities that are done to achieve a specific goal. It involves people working together as a group. Work in cooperation with each other. An organization is an organized group of people who work together to achieve a common goal (Assis & Marconi, 2021).

Management

Management is what a manager does. Based on this assumption, the manager of an organization or institution does various types of work in relation to the performance of his duties. In the light of this, the head of an institution or the head of a school has unlimited powers. The circle can do whatever is necessary for the better performance of the institution or school at its own discretion, but the principal teachers of the institution or school have different abilities and their working style is also different.

A definition of management can be given as follows. Management is the coordinated and effective implementation of the functions that are necessary to achieve the desired objectives of the human, financial, physical and informational resources of any organization or institution. Planning, organization, directing and controlling and staffing are included. Thus, management is the name of the collection of all these activities. (Siddiqui, 2006) Management is a process of achieving the stated objectives of a work.

According to Mr. G. R. Terry, "Management is the process of effectively putting human potential, knowledge and skills into motion. (Terry) This definition states that management is the process of organizing human capacities and using them effectively. It is the process of implementation. It is decisive and creates such strength and energy in man, which enables him to complete the work successfully.

On the other hand, this definition also makes it clear that those human efforts which are involuntary and non-deterministic in nature do not come under the scope of management. Effort is required, it can be learned through study, observation and training, in which information, experiences, maturity and application of ideas etc. have a great influence (Balyer, 2017).

Two aspects of management

For effective evaluation of management, it is important to study two important aspects of it.

1. Practical aspects
2. Beneficial aspect

1. Practical aspect

In management, the "resources" of institution or organization have a fundamental position. In view of the goals of the organization, the coordination of these resources and their interconnection is very important so that the performance is better, this is the spirit of performance management.

All work should be carried out systematically and regularly in such a way that the resources are fully utilized and do not waste. Training, experience and skills are of primary importance for combining resources. These things are acquired through practice. The feedback that is formed through practice and practical work helps in achieving the objectives. This process is called practical aspect of management.

2. Beneficial aspect

It must be "effective" for management. It means that the work should be done properly, timely and regularly so as to ensure the achievement of the objectives and to optimize the objectives of the work through coordinated human efforts. It is called the profitable or productive aspect of the arrangement.

Both of the above aspects are very important, both of them are of great importance in management. They are inseparable, that is, one cannot be imagined without the other. Connecting them together and working with them regularly achieves the objectives. It is important to have a clear concept of what to do, it helps them a lot in fulfilling their duties and responsibilities.

Modern Concept of Management

Two names are very important in relation to the modern concept of management, one of them is Mussad Taylor and the other is Henry Fuel.

Both Taylor and Fuel contributed greatly to the science of management. The achievements of both complement each other's achievements. Both of them realized that in the industrialized world industrial success can only be possible by paying attention to the problem of personnel and its management. Regularity is necessary, but both of them had their own way of thinking. Which was a reflection of their different lifestyles.

Taylor worked mainly at the operational level so he discussed the relationship between the first line supervisors and the workers whereas Mr. Fewell on the other hand was a general manager so he focused on the problems of the higher level officers of the organization. The fact is that Fuel's achievement is more relevant than Taylor's achievement. It is true that Taylorism has influenced many new methods, but Fuel's principles have stood the test of time and they are considered as the foundation of management science till the present time (Kadariah, 2019).

"Management is an art of knowing and it is best done by observing." (Taylor, 1919)

"Management is an art of knowing what is to be done and seeing that it is done in the best possible manner."

Review of the administrative affairs of the Principal

The secret of the success of any organization or organization lies in the performance of its people. These people become the capital and foundation of this organization. Through their efforts, the organization succeeds in the struggle to achieve its goals. To improve the performance. It requires good methodology, intelligence, skills, competence, information sharing and training.

Along with the improvement of the performance of individuals, the achievement of organizational goals can be made possible with less time and cost by providing opportunities for individuals to work in their respective fields according to their abilities and capabilities. Different concepts have been adopted in different organizations to improve performance one of which is the concept of congestion assessment. The concept of performance appraisal or evaluation is not old. It was introduced at the beginning of the twentieth century. In management affairs, this term is used to evaluate the performance and performance of individuals. However, performance in a broad sense. The art of reviewing is a very old one. Historically, it is human nature to evaluate the performance of those working with him and express his opinion about it. This is a universal and inevitable process (Sezer, 2018).

The performance appraisal system started with the determination of the employee's salary or promotion to assess whether the compensation given is appropriate for the ability and nature of the work to be performed. If the performance and achievements are better, then the compensation is increased or decreased, promoted or fired. The concept of performance review over time is called professional development it is being used for development and motivation.

Performance appraisal refers to a method through which the ability and performance of an individual working in any organization is

systematically evaluated according to the nature of the job.

A performance review is a regular formal relationship between a supervisor and a subordinate, in which the subordinate's competence, performance and achievements are discussed at various times in a mutual discussion, including the salient aspects of performance, issues requiring improvement or weaknesses, as well as professional development. Issues such as opportunities also became the subject of performance review.

In the review process within the school, teachers, school principals, other senior teachers participate in which an individual's suitability, talent, potential and professional needs are evaluated. This means reviewing all these activities. Which are needed in classroom management or in changing the character attitudes of students. For this, it is necessary for the school principal to be capable and talented, so now we will review the administrative affairs of the school.

- What is its position regarding the function of providing feedback to the people of the organization?
- Provision of accurate information for making decisions about salary, promotion and promotion.
- To assist management in making decisions about hiring or firing employees and providing information about unsatisfactory performance.
- Providing counseling and guidance and training opportunities to individuals to improve their performance.
- To create a sense of responsibility and commitment among the people of the organization by involving them in planning discussions for their better future and development opportunities.
- Appreciating people of the organization by recognizing and supporting their work and services.
- Strengthening relationships between supervisory staff and other members of the organization.

Duties and Academic Qualifications of the School Principal

In view of his/her position, the duties and responsibilities of a head teacher are very wide. The principal is the motivator, organizer and supervisor of all activities of the school. Duties and responsibilities of a head teacher in relation to the management of the school can be described under the following headings.

1. General management
2. Monitoring
3. Organization of Examinations
4. Guidance
5. Principal Teacher Relations

The tasks that the principal has to do in connection with the performance of his duties are included in the general management and administration.

- The responsibility of managing the school is largely on the head teacher, he has to monitor the attendance of teachers, students and non-teaching staff of the school and see whether these people are coming to school on time or not. .
- In addition, he has to maintain correspondence with the above officers and other people in the performance of his duties.
- The office work of the school has to be monitored.
- Attention has to be paid to the financial affairs of the school.

- One has to take care of the discipline of the school and meet parents and guardians of the students and many other people.
- In addition to performing these duties, the head teacher has to select suitable books for the students and the school library.
- It has to choose suitable equipment and furniture for the school.
- They have to get it through the higher officers of the education department.
- For the selection of adequate number of teachers and their promotion, transfer the higher officers have to give and recommend the report.
- To carry out its educational affairs, a class-wise and teacher-wise table or time table has to be prepared.
- Arranging the meeting of teachers and guardians association, arranging the distribution of gifts for the students and other similar matters related to the general welfare of the students and the school (Pardosi & Utari., 2021).

In schools where the number of students is less, the number of teachers there is also less. In such schools, the head teacher performs his duties either alone or with the help of a few teachers. This makes it difficult to perform his duties. But in schools where the number of students is high and there are also a large number of teachers, the head teacher faces great difficulties in performing his/her duties, he/she cannot perform duties alone. In such a case, a school head has to entrust small organizational tasks to several teachers of the school. The head teacher has to monitor whether the teachers who have been given the super task are performing it better or not. Therefore, it is important that principal assesses which teachers are capable of carrying out the responsibilities. The head teacher should trust the

teachers and guide and supervise them in an appropriate manner (Sunaengsih et al., 2019).

A review of the trend and attitude of principal

It is very important for the head teacher to have administrative ability and capacity because without it he cannot perform at his best. If there is organizational ability, he/she can perform his duties very smoothly. In this regard, the head teacher works properly with all the non-teaching staff to run the general management of the school, assigns their responsibilities and keeps an eye on whether they are carrying out their respective affairs fully or not. After that principal guides the teaching staff i.e. the teachers properly. The various responsibilities of the school are divided among different teachers. This distribution of work should be done on a fair basis. It may be that some teachers are overburdened and others are not given any responsibility. The unfair distribution of work creates resentment among teachers and due to this, the work cannot be completed properly. Along with the equal and fair distribution of work, it is also important that the principal should take proper care of whether the work is being done properly or not and whether the work is being done at the right time or not. Performs his duties with excellence and success (Khan et al., 2015).

After understanding the concept of management and its need, we discuss its scope. Any educational performance, its educational administration leads to better management. The literal meaning of management is a good arrangement, good management, planning, strategy, group of managers and the group that runs a system in practical form. Keeping all these meanings and concepts in mind, we "Management" can be called a group that implements a system. Organization includes all the human efforts and activities that are done to achieve a specific goal. It involves people working together as a group. Work in cooperation

with each other. An organization is an organized group of people who work together to achieve a common goal (Nilsson et al., 2022).

Research objectives

1. To find out the job experiences of school principals.
2. To find out where the principals of schools look at their organizations after 5 years.

Research Questions

1. Share something about your job and experience?
2. Where do you see yourself and your organization after five years?

Research Design

A qualitative research approach has been adopted in this research study. The population of this research study are the principals of schools of Malir, Karachi. The sample of the study comprised of 10 different schools which has been selected with the help of simple random sampling a type of random sampling method. The target respondents are the 10 principals of these schools. A written consent was taken for getting data from the respondents. An open-ended interview questionnaire used as a research tool to get the data from target respondents. The data is further analyzed with the help of thematic analysis method of research.

Findings

Theme no 1: Job Experience

The job experience in many sectors worth more than qualifications. Most of the organizations prefer job experience while recruiting staff (Putri, 2020). So in this research study the focus is on the experience of the school principals that how they are dealing with the day to day tasks and challenges in their organizations

As respondent 3 shared that

“I have 17 years of teaching plus managerial principal experience. I must say principal is a job which faces challenges and issues on daily basis, every day we get back to work and make up our mind for it that anything can come at the work place and we have to tackle that instantly. I believe working on challenges and tasks can only be done effectively if you have enough experience to deal with this”

Another respondent i.e. 1 revealed that

“Being principal I have seven years of experience and I have learnt that we need to be in the market among other competitive organizations. I used to arrange fairs such as book fair, fun fair to make staff and students relieve from academic workload. The more we take care of our stakeholders the more our institution will grow”

One more principal, respondent no 5 of this research study shared his experience as

“My experience being principal is also a day to day learning for me. As I propel my staff to collaborate and work together. I tried to deal with the matters like a leader instead of principal. I think the experiences we get can be more effective if we will deliver it to the others”

According to Salwa et al, 2019, principal of the educational organizations are actually the admin body. Every single act or step can lead the organization towards the next level. Which means everything including decline or success

depends on the principal this portrays the importance of principals' experience of work.

More than one Principals agree with the fact that

“One thing most necessarily is the motivation of principal, the more principal be active and energetic the more pleasant organizational environment will become. It is directly proportional to the success of organization”

A respondent 7 unveiled as

“I believe that there must also be sessions for the principals also, as they are the core people who have to look after every functionality of the institutions regarding teaching learning procedure, no matter how experienced the principals are. Training must be for every staff member of the institution including principals because every area of knowledge and every person need to be updated”

Duty of a principal is quite challenging and complicated with various responsibilities and roles to play. Principals supposed to perform as per the circumstances comes across in the field (Wang et al., 2018).

Theme no 2: Organization after five years

Principals are the persons who are the building material of an organization, every institute is standing on some of the vision that vision, the success of educational institution depends on how far the vision has been accomplished. This research study aim to explore where the principals want to see their organizations after five years. Respondents presented their views as below.

Respondent 5 shared that

“I think students need to be understand by their parents, this technological barrier has divided students and parents into two groups, especially the students of higher secondary level. And I think I am a good counselor and understands the student psyche so I think I can be a good student advisor. I think we will have a space in our institution for students counselling, and this will be a great revolution”

Another respondent i.e. 6, revealed

“As far as my experience is concerned, if we will look at the success flow chart the chart is climbing up, which means the way we are teaching our students is so unique and every parents has shared positive points about it”

Few of the respondents shared the same thought as

“I believe the speed and effort we are practicing will surely make this institution reach at some higher level”

Constant non-stop, goal oriented efforts with effective team work can lead any organization on the level where they have destined to (Lien et al., 2022).

Discussion

School is a social institution and organization whose aim is to ensure quality education for students which enables them not only to realize all their talents but also to use their God-given talents for individual and collective purposes.

The people working in every organization have different attitudes, tendencies, interests, abilities, skills, abilities and intelligences. The goals, values, attitudes and feelings and interests of the people working in the organization have a direct impact on the organization. A group of people is organized in such a way that they should cooperate and coordinate to achieve the goal of the organization in the form of a team and group keeping their own limits and limitations in front.

The secret of the success of any institution or organization lies in collective effort, mutual understanding in this regard

And the best relationships are of utmost importance. Such relationships and culture where each person is respected unconditionally as a member of the organization. In their work, the spirit of cooperation, enthusiasm, unique ability, knowledge and wisdom, the rights of others. There should be respect and team spirit. There should be belief in personal relationships and that everyone has the same destiny and goal. In the victory of all, the organization and the organization should win.

The best organizations mobilize people for constructive work and lead to their economic, mental and social satisfaction. The importance of time and human relations has been felt everywhere. Hardly any organization in the world does not acknowledge this. The importance of good relationships for teamwork everywhere is undeniable.

How to develop the relationship of all these people on a better basis and what kind of attitude should be adopted.

This entire process, starting from the determination of the objectives to the achievement of the mission and objectives, requires active participation in all activities.

Many people are working for the management and organization of the school and to carry out all

the educational activities. There, the leader has a special position and the president teacher has the status of the principal to achieve the objectives of the school and the success of the educational activities. The secret lies in the ability, experience and pleasant relationship between teachers, mutual respect, cooperation and joint movement, struggle, trust, trust and confidence.

Conclusion

Leadership plays a significant role in every field. In leadership, words like, leader, commander, captain, principal, figurehead, guide and other similar words. are used. Leadership is important for the success of an organization, a school or a country and for achieving goals.

Educational leadership opened new avenues for education and debates started in the academic field, but the results that came out were very useful and effective, that's why the researcher considered these ideas of his research as indispensable for achieving educational goals (Diaconu-Gherasim et al., 2019). By following the outcomes of this research study, the recommendations have been made for inclusion and, we will be able to play an important role in creating a good society.

Recommendations

- Develop a strong vision and mission: A principal should have a clear vision and mission for the school that aligns with the values and goals of the community. This vision should be communicated to staff, students, and parents and used to guide decision-making (Holsen et al., 2014).
- Foster a positive school culture: A positive school culture can help to create a supportive and welcoming environment for students, staff, and parents. This can be achieved by promoting open communication, encouraging collaboration and teamwork, recognizing

and celebrating success, and valuing diversity.

- Use data to inform decision-making: Principals should use data to identify areas of strengths and weaknesses in the school, and develop strategies to improve performance. This can include analyzing test scores, attendance rates, graduation rates and discipline data.
- Support professional development: Principals should provide opportunities for professional development to staff members to enhance their skills and keep them up-to-date with the latest research and best practices in education. This can include providing training and workshops, promoting peer mentoring, and encouraging staff to participate in conferences and other professional development opportunities.
- School principal should build strong relationships with all the stakeholders including students, parents, and community, teaching and non-teaching staff. To enhance and portray a positive image about institution to make it grow.
- School principal must use material and intellect resources effectively, in which budgeting and placing a right person on the right job is included.
- Principals must assess their own performance and work on their areas of improvement. Taking feedbacks from staff members, parents, and students can help in evaluating the performance of his/her own practices as a principal.
- A research conducted in a similar domain where the discussion is all about that head of the institutions should be selected through proper selection criteria. As he/she is the one who is managing everything in school, so for the fresh candidates will probably take more time

than usual in understanding the things (Cisneros-Cohernour, 2021).

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