

ATTRIBUTES, PROFESSIONAL COMMITMENT AND PUBLIC IMAGE OF SCHOOL HEADS

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Abstract – The purpose of this study is to determine the attributes of school heads and professional commitment to their public image as perceived by the teachers in Davao Region. Non experimental qualitative research design employing descriptive-correlations was used. The subjects include 400 public elementary school teachers. There were three sets of questionnaire used during the data gathering. First set was to determine the level of attributes, second was to evaluate the extend of professional commitment and third set of the research tool was to find the level of public image of the school heads. The statistics used to find the significance of the relationships between independent and dependent variable is pearson- moment correlation, to determine the level of attributes to their public image , mean standard deviation was applied. In order to determine the influence of the attributes and professional commitment on public image , multiple regression was employed. Finding showed significant relationships were found between the independent variables and the dependent variable. It demonstrated also that 8 domains in the attributes of school heads (creates a learning of culture, inspires and motivates, understand the leadership of change, models practical practices, manages resources, manages high standard and accountability, creates a culture of inclusion and influences and collaborates with the community) and all the indicators of professional commitment influence on the public image . This means that by having a high positive attitude of school heads, the higher is the chance in attaining the school vision, mission and educational goals .

Keywords: Attributes of School Heads, Professional Commitment, Public Image, Public Elementary School Teachers, Davao Region, Philippines

1. Introduction

The public image of school leaders has long been troubled (Fuller, 2007) The public has a stereotypical view of school leaders, in which principals are regarded as less intelligent than other corporate leaders, dependent on government officials , powerless and underpaid (Orr, 2007). There is also lack of knowledge of how principals interpret their public image based on their self-image, and how this interpretation affects their work behaviour (Gaan, 2008.) According to young (2009), this lack of knowledge arises because the public image of principals is often discussed in the context of recruitment. A poor public image of principal may affect not only recruitment but also their attitudes towards work.

The principal's existing capacity in the Philippines could not equal the required capacity to do the task, thus creating a gap in their performance and weakened their public image. Principals who experienced a persistent gap between their existing capacity and the required capacity is an indication of their inability to fulfil their potential, in consequence . lowering their public image in terms of resourcefulness , adjustment to change with new ideas, problem solving, decision making, optimism and healthiness. Most principals are stressed by the chronic burden imposed by the demands to perform to their utmost human capacity , only to fall short of what is demanded when it matters most. . Based on the study of Buenaflor (2006), submitting negative feedback that ruins the image of school heads is a stressful experience that the respondents of this study try to avoid. The findings also showed that principals adapt to the mum effect and hide their negative thoughts and feelings. However, the result also revealed that escalated in directedness and criticisms were found in the study and principals preferred first to ignore, but later held a soft negative feedback and problem-solving oriented discussions.

Based on the prevailing problematic situations, the researcher is directed to conduct a study on attributes, professional commitment and public image of school heads in Davao region. The issues and concerns that may arise in the study concerning factors of attributes and professional commitment affecting on the public image of school heads will be given much attention to leadership preparation focusing on critical features rooted in the research on leadership effectiveness. This study will provide evidence of the variables under study to feature better learning and leadership practices of school heads by replicating those benefits and showing the relationship of those benefits to their school improvement work, hence making this study valuable to school environment as learning organization. The formulated research objectives are as follows:

1. To determine the level of attributes of school heads, professional commitment and public image.
2. To determine the relationships between: attributes of school heads and public image; professional commitment and public image.
3. To identify of which domain: attributes of school heads influence on the public image; professional commitment influence on the public image.

The null hypothesis on the research objectives are tested @ .05 level of Significance .

H,1 There is significant relationships between attributes of school heads and public image; professional commitment and public image of school heads.

H,2 Eight (8) domains of the attributes of school heads influence on the public image and all the indicators on professional commitment significantly influence on the public image.

2. Methodology

This chapter introduces the research design, research subject, research instrument, data gathering procedure and statistical treatment of data. As explained by Jiboyewa (2005), research designs are platforms to use in exploring new knowledge in order to better understand in the phenomena, clarify explanations and identify causative factors.

In this study, non- experimental quantitative research is utilized to describe something that has occurred, or examined the relationships between things. According to Townsend (2006), they are directed toward determining the nature of a situation as it exists at the time of the study . On the other hand , non experimental research is not generally directed toward hypothesis testing. The aim was to describe “what exists” with respect to the variables or conditions in a situation.

Descriptive correlation method was used to determine if the two independent variables were associated with the dependent variable. As mentioned by Hallinger (2008) that descriptive correlational design, which existing mutual relationships between data to describe it but does not endeavour to establish whether these are significantly correlations.

The respondents of the study were the public elementary school teachers in Davao Region. Ratio and proportion was used to determine the number of samples Included in the study were 400 respondents . According to the principle of Cranston (2007), proportional sampling provides the researcher a way to achieve eve a greater representative in the sample of the population.

Three sets of survey questionnaires were utilized in data gathering. The first set was used to determine the level of attributes of school heads developed by Australian Institute for teaching and School Leadership (2013) with the following indicator: Creating a Student-Centered School; Applying Contemporary professional Image; Creating a Learning of Culture; Coaching and Building Capacity; Promoting Professional Learning; Managing Self; Inspiring and Motivating; Understanding the Leadership of Change; Initiating Improvement through Innovation and Change; Modelling Ethical Practices; Managing Resources; Managing High Standards and Accountability ; Creating a culture of inclusion; Understanding the Community and Influencing and Collaborating with the community.

Nonetheless, the second set was to evaluate the extent of professional commitment of school heads patterned from Meyer et al., (1993) with the following standards: Continuance Commitment; Affective Commitment; and Normative Commitment.

Moreover, the third set of the research tool assessed the level of public image of school heads adopted from Gregory (2005) and with the following indicators:

Quality of work; Responsiveness and Customer Service; Accountability; Communication and Listening Ability; Social Networking Personas; and reputation.

3. Results

3.1

Table 1

Level of Attributes of School Heads in Davao Region

Items	SD	Mean	Descriptive Equivalent
Creates a Student-Centered School	0.60	4.44	High
Applies Contemporary Professional Image	0.61	4.36	High
Creates a Learning of Culture	0.59	4.41	High
Coaches and Build Capacity	0.58	4.39	High
Promotes Professional Learning	0.58	4.40	High
Manages Self	0.64	4.36	High
Inspires and Motivates	0.59	4.43	High
Understands the Leadership of Change	0.60	4.36	High
Initiates Improvement though Innovation and Change	0.60	4.40	High
Models Ethical Practices	0.61	4.42	High
Manages Resources	0.59	4.10	High
Manages High Standard and Accountability	0.56	4.42	High
Creates a Culture of Inclusion	0.59	4.34	High

Understand the Community	0.59	4.42	High
Influences and Collaborates with the Community	0.59	4.43	High
OVERALL	0.52	4.40	High

3.2

Table 2

Level of Professional Commitment of School Heads in Davao Region

Indicators	SD	Mean	Descriptive Equivalent
Continuance Commitment	0.55	4.50	Very High
Affective Commitment	0.54	4.52	Very High
Normative Commitment	0.56	4.46	High
OVERALL	0.52	4.49	High

3.3