

## **Investigating Factors Affecting Coordination between District Educational Management and Provincial Educational Administration in Khyber Pakhtunkhwa**

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### **Abstract**

*The study was entitled as ‘Investigating factors affecting coordination between district education management and provincial education administration’ in Khyber Pakhtunkhwa. Objectives of the study were: (i) To find out different political interferences in coordination between district education management and provincial educational administration; (ii) To examine communication gap between district education management and provincial educational administration; (iii) To investigate lack of team work spirit between district education management and provincial educational administration. Population of research study consisted of 815 education managers working in Directorate of E & SE Peshawar and District education offices of all districts of Khyber Pakhtunkhwa. For data collection a simple size of 300 respondents were selected from Directorate of E & SE and all offices of District education Khyber Pakhtunkhwa. Five-point Likert scale questionnaires were used as research instrument for collection of data from the sample teachers. Chi-square technique was used to analyze the data statistically. The study was important for all stakeholders in education department including educational authorities, policy makers, teachers and students.*

**Keywords:** District Educational Management, communication gap team work, political interference

### **Introduction**

Administrator and manager have the same working role. With the development of more complicated organizations and associations, the need for managers has been increased. For rapid expansion it is useful to have a high quality of managers. It is the responsibility of management to identify that particular group of masses to direct the efforts and job functions of other personnel to achieve that common goals and objectives. It means that “get things done through other people. Mescon et al. (1988) stated that management makes the group into an effective, productive and purposeful team. The same study made a three-tier system of management which includes an authority at the top, a team for

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managing resources of the company and an elite class of the team means that, effective management is directly depends upon human being. It is not possible to complete a job by heads without the individuals' capacity, talent and support. The whole team and their commitment are important and integral for the success of an organization. According to Choudhury (2001) management is considered a field, thought and practice.

The constitution of Pakistan says that education is a provincial entity but the federal government would provide the policy and overall structure of education. The federal government or the ministry of education provides the technical support and provincial ministry of education implement the federal government policies in the province. (Ministry of Education, 2008). Administration of the provinces were further categorized into districts and then to tehsils level. Furthermore, the districts were further divided into sub districts i.e., Tehsils. The tehsils are the lowest administrative units which are further divided into union councils. According to Saeed (2007) district governments have the responsibility of management and supervision of school education system where head of district education department was EDO-E. Development in education system was faced with a number of issues and problems including lack of facilities, lack of infrastructure, low investment in quality education resulting in supply of services is provided with poor condition. It is also crystal clear that quality of education is negatively affected due to lack of monitoring, regular and proper supervision, Lack of responsibilities, proper and set roles as well as fiscal devolution in the form of poorly incomplete at district levels noted as serious and dangerous challenges (Kazmi, 2005). According to (Ministry of Education 2001) education up to the higher secondary level has been handed over to the districts. For effective and efficient devolution plan implementation, a new structure of education for administration was created. It was headed by the Executive District Officer (education) (EDO-E). Executive District Officer of education was responsible regarding all aspects related to education including supervision and monitoring of schools, coordination among all sectors of education, formulation and implementation of annual district plans, data collection and compilation for education and implementation of government policies (Shah, 2003).

Executive District Officer is further guided and assisted by the District Education Officers (DEOs) (E & S). It means that secondary schools were monitored and supervised by District Education Officers secondary (Saeed, 2007). According to Sohail, (2005), District Education Officers are accountable for efficient functions of District Education Office and for the success of the supervisory programmes. Authority of Education officers shall extent

over the sub-divisional education officers and secondary schools of their districts. The Education Officers at district level were also responsible for the effective delegation of responsibilities so that administrative duties were executed by Deputy District Education Officers (DDEO). These officers paid their attention on essential paper work. They spend their most of the time in supervising and providing professional guidance to the teachers. In addition, the District Education Officers normally made their surprising visits to the schools for at least 3 days out of 6 days in each week when the schools were in operation. The rest of three days were sufficient for the duties in the office if delegation of responsibilities was effectively executed. According to Choudhury, (2001), education management includes learning of attitudes, values, skills and information for achieving the desired objectives and goals. Moreover, education management means to maintain and to design an environment where people work together in groups for the purpose of attaining certain common objectives. The conclusion is that educational management is that process which ensured the involvement, intervention, participation and cooperation of others to achieve the targeted and already determined goals of education. In Pakistan, the main shift occurred in 2001 when the powers of administration are given to local authorities. Sometimes, even the powers of regulation and financial matters are also transferred to local officers (UNESCO, 2005).

The coordination of different departments of the government was needed to achieve the targets set for the education system of the country. Here comes the integral role of the ministry of education in federal government. The education ministry made the general policies and plans for the whole country and the provincial governments implement those policies and plans. The federal government also set standards for education department and the different institutes of the country follow those standards for evaluating the effectiveness of the education institutes. As for as, in Pakistani context, the education ministry at federal level working and acting exactly in the same fashion as with the help of provincial officers of education (Roland, 2006). The transfer of powers from the upper layer to the middle and bottom layer is devolution of power. Same is the case in education; here also the executive powers are transferred from the top layer to the middle and lower layer. The management powers are transferred to school heads and they empowered to use their school's budgets autonomously. The local Nazims, Mayor of cities and parents' teachers' councils are also involved in the process. The local Government Ordinance (2001) stated that different mechanisms are need to keep a tight check on the public offices and make effective monitoring of government

departments at district level. At districts and Union Council level different committees are formed to monitor the office and create a transparent and accountable environment in public offices. The basic monitoring council in our country is the parents' teachers' councils or parents' teachers' associations at districts and union council levels. In Pakistan, the reasons behind the negative results are the lack of participation of owners, heads, teachers and students (local implementers). Jatoi (1995) observed that success of execution of a policy depends mostly on the political leaders and their will to implement the policy in detail. In similar context, empowering all the stakeholders like teachers, parents, community, political leaders and all the concerned people necessary for the successful completion of plans and policies in education. The effective monitoring and evaluation are also integral for the success of policy.

#### *Objectives of the Study*

To find out political interferences in coordination between district education management and provincial educational administration.

#### *Significance of the Study*

The findings of the study will be of great significance for both district education management and provincial educational administration at DEO and directorate level that how to utilize provincial and district educational management and administration to make it an effective tool for achieving targets of creation of good decisions. The study will also be beneficial for curriculum developing bodies of teacher education in bringing positive improvement.

#### **Methodology**

The study was descriptive and quantitative in nature; therefore, survey design was applied in order to seek responses of participants.

#### *Population*

The population of the study was comprised of all 815 of the education managers working in Directorate of Elementary and Secondary Education (E&SE) and District Education Offices in all districts of Khyber Pakhtunkhwa.

#### *Sample and sampling technique*

As the population of the study was of different levels, therefore random sampling technique was used to select the sample. In this way a sample of 262 respondents was selected to collect data

from Directorate of Elementary and Secondary Education (E&SE) and all District Education Offices of Khyber Pakhtunkhwa

*Pilot Testing*

Before administering of the questionnaire, it was pilot tested in order to remove ambiguity of the items. Consequently, some items were found weak and were replaced. Some items were rephrased to make them more understandable. Then its final version was finalized in the light of suggestions given by the experts.

*Validity and Reliability*

The questionnaire was pilot tested in order to find out validity and reliability and improve questionnaire items. Validity of the instrument was checked by the opinions of the educational and subject specialists. To confirm the reliability, internal consistency of the questionnaire was confirmed and found reliable.

*Data collection Instrument*

For collection of data a questionnaire was used. Questionnaire composed of getting information about of the education managers working in Directorate of Elementary and Secondary Education (E&SE) and District Education Offices having 6 items.

*Data Collection*

Data was collected through personal visits. Before distributing the questionnaire, proper permission was taken from the concerned authority. Questionnaires were distributed among education managers working in Directorate of Elementary and Secondary Education (E&SE) and District Education Offices and were back received on the same day.

*Data analysis*

Responses of respondents were analyzed through Chi-square test and results were interpreted and conclusions were drawn according to the findings of the study. The statement was supported, when the calculated value was found greater than the table value ( $\chi^2 = 5.99$ ) at 0.05 level of the significance and was not supported, when the calculated value was found less than the table value. Then it was interpreted and conclusions were drawn.

*Table 1: Political Disposition*

S. No	Statement	SDA	DA	UD	A	SA	Chi P-value
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1	Political parties' leaders do not interfere in the administrative work.	117 39.0	83 27.7	20 6.7	53 17.7	27 9.0	108.6 0.000
2	Political representative does not interfere in appointment process.	82 27.3	104 34.7	34 11.3	40 13.3	40 13.3	64.9 0.000
3	Political back up for the employees creates hurdles in the quality of office work.	39 13.0	57 19.0	58 19.3	116 38.7	30 10.0	74.8 0.000
4	Politicians do not have any role in posting/transfer of the employees.	45 5.0	80 26.7	66 22.0	72 24.0	37 12.3	22.2 0.000
5	The political interferences have nothing to do with the administrative work.	42 14.0	86 28.7	60 20.0	79 26.3	33 11.0	34.8 0.000
6	Politicians do not interfere in the induction and promotion of the employees.	41 13.7	89 29.7	42 14.0	66 22.0	62 (20.7)	26.1 0.000

The data presented in table no 4.1 showing items related to Political Disposition. Table 1 shows that for all the statements the calculated values were found to be greater than table value ( $\chi^2 = 9.44$ ) at 0.05 level of significance, hence all the statements were supported. Item no 1 show that the obtained value of  $\chi^2$  was found, 108.6 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of statement that "Political parties' leaders do not interfere in the administrative work" and hence the statement was accepted. Item no 2 shows that the obtained value of  $\chi^2$  was found, 64.9 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of statement that "Political representative do not interfere in appointment process" and hence the statement was accepted. Item no 3 shows that the obtained value of  $\chi^2$  was found, 74.8 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of statement that "Political back up for the employees creates hurdles in the quality of office work" and hence the statement was accepted. Item no 4 shows that the obtained value of  $\chi^2$  was found, 22.2 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of

statement that “Politicians do not have any role in posting/transfer of the employees” and hence the statement was accepted. Item no 5 shows that the obtained value of  $\chi^2$  was found, 34.8 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of statement that “The political interference has nothing to do with the administrative work.” and hence the statement was accepted. Item no 6 shows that the obtained value of  $\chi^2$  was found, 26.1 which was greater than table value (9.44) at 0.05 level of Significance which goes in favor of statement that “Politicians do not interfere in the induction and promotion of the employees.” and hence the statement was accepted

### *Findings*

The findings of the study are as follows

The data presented in table NO 4.1 showing items related to

Political disposition.

- Item NO 1 indicates that 66.7% of the respondents disagreed with the statement that political parties’ leaders do not interfere in the administrative work. Hence the chi square value is 108.6 with p\_value is 0.000 which is significant at level 0.05.
- Item NO 2 indicates that 62% representative disagreed with the statement that Political Representative do not interfere in the appointment process. Hence the chi square value is 64.9 with p\_value is 0.000 which is significant at level 0.05.
- Item NO 3 indicates that 48.7% agreed upon the statement that political back up for the employees create hurdles in the quality of office work. Hence the chi square value is 74.83 with p\_value is 0.000 which is significant at level 0.05.
- Item NO 4 indicates that 46% agreed with the statement that politicians do not have any role in postings/transfer of the employees. Hence the chi square value is 22.2 with p\_value is 0.000 which is significant at level 0.05.
- Item NO 5 indicates that 46.3% agreed with the statement that political interferences have nothing to do with the administrative work. Hence the chi square value is 34.833 with p\_value is 0.000 which is significant at level 0.05.
- Item NO 6 indicates that 43.4% disagreed with the statement that politicians do not interfere in the induction and promotion of the employees. Hence the chi square value is 26.100 with p\_value is 0.000 which is significant at level 0.05

### *Discussion*

Majority of staff agreed to political disposition influence they show that Political leaders do not interfere in the administrative

affairs , Political Representatives do not interfere in the appointment process , Political back up for the employees creates hurdles in the quality of office work ,Politicians do not have any role in postings/transfers of the employees, The political interference has nothing to do with the administrative work and Politicians do not interfere in the induction and promotions of the employees. Similarly, in view of Shahid (2003) there are some other political factors which have hindered smooth policy implementation in Pakistan. These are not only related to implementation but also related to policy makers and the overall environment where the policies are formulated and implemented.

### *Conclusion*

The findings of the study revealed the following conclusions: Majority of the respondents were strongly disagreed that Political parties' leaders do not interfere in the administrative work. It is concluded that there was strong political interference in the provincial directorate and district education offices that's why these offices cannot achieve the objectives according to nature of work.

A lot of the respondents were strongly disagreed that Political representative do not interfere in appointment process. It is concluded that political representative interferes in the appointment process which prevent the officers to work transparently and appoint eligible candidates in the offices

Numerous of the respondents were of the opinion that Political back up for the employees creates hurdles in the quality of office work. Political back up of employee's is the problem to affect the work in the offices and achieve the required objectives.

Majority of the respondents disagree with the view that Politicians do not have any role in posting/transfer of the employees. Politicians have the strong role in posting/transfer of the employees which destroy the environment of the offices and the officers do not work effectively.

A lot of the respondents disagree with the view that political interferences have nothing to do with the administrative work. It means that that politician plays main role in the administrative work of the offices and they remain unable to achieve the required targets

### *Recommendations*

On the basis of conclusions, the following recommendations were made.

The results of the study show that, majority of the respondents were in favour of making transparent policy for Directorate and District level. Therefore, it is recommended that govt



should require developing such a transparent policy in which there is no political interference

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