

## MANAGEMENT AND LEADERSHIP OF PRINCIPALS IN PRIMARY SCHOOLS OF THE MUNICIPALITY OF LIPJAN

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**Abstract:** The principal has a major role to play in the efficient running of the school. It is necessarily the one who should influence the increase of quality as an essential factor in the coordination of all processes that take place in school institutions. In recent years the school is being considered as an organization, where the task of the principal is to try with all the means at its disposal; to plan, organize and lead human resources for a specific purpose in the positive function of the school. It is also the duty of the director to ensure that the process undertaken to coordinate the actions of others will be in function to achieve the set results. For this reason I have decided that in this paper we will address the topic "Management and leadership of directors in primary schools of the municipality of Lipjan". This topic aims to explore the role and importance of the principal in management, leadership and what are its characteristics and work styles within the school. A large number of teachers and principals are of the opinion that the principal with his fair work and his commitment to the processes that take place within the school greatly influences the advancement of this institution. But all this is not enough without the knowledge of local laws established by our institutions in the field of education, administrative instructions, curriculum framework, other rules, curricula; of all administrative processes which are needed to know in order to understand the exact logic of the functioning of the school in the Republic of Kosovo. Our study seeks to see and understand correctly how principals as managers and leaders of an educational institution should reflect as a key factor of positive change in the field of education. The methods used to extract the data in this paper are quantitative and qualitative methods. The results presented in this paper will reflect the research conducted in the field, within a certain time frame. Directors and other staff have a key role to raise the level in terms of education, training, and training of new staff, in order to develop programs as quickly as possible and fulfill plans. The functioning of all these links has its own importance because only in this way the country will be able to join the high level of education to be compared with other countries. Numerous researches have shown that the director with his position can greatly affect the quality of teaching, which was also proven by our results. Therefore, it is important to know whether this knowledge is transmitted in the right form to the rest of the staff because this is of great importance in order to then be as feasible and functional as possible.

**Keywords:** director, leadership, management, educational institutions, Lipjan

### 1. INTRODUCTION

The school represents a very important organizational unit within the overall institutional organization of a society. Each school is run by a single individual known as a manager, leader or director. This person is responsible for the functioning of the school, which depends on the governing structures of the country. The principal is a symbol of the school for the people within it, as well as for the community, as he is in charge of the school structure, the individual who controls the school activities and is perceived as the main figure in initiating and realizing the innovations that take place in the school. (Thapa, 2013) "Historically, the school through its history has been in the service of leading structures, such as slave ownership, feudal-church, relations and conditions of capitalism, etc. (Jashari, 2005). The concept of manager expresses a very complex and multidimensional meaning, viewed from different aspects and levels. An essential requirement, which is placed before a managerial subject, is the ability to make changes. "When it is known that the process of change does not take place easily or without much sacrifice, it requires, not only curious and courageous leaders, facing many challenges, but, above all, knowledge, vision and planning of roads and stages of developing a process towards change" (Fullan, 2013). Based on the full and very complex understanding of management as a process or activity, we can define it as activity that is realized through several functions in order to efficiently provide, rank (distribute) and use human potential and physical resources so that it achieves a goal" (Fredmund, 2014). According to other sources, management is defined as "The process of handling or controlling things or people. People who run a company or organization, valued in a collective way." (Cambridge Dictionary, 1995). Whereas, according to H. Jashari, "school principals do not want to be called managers, although this notion becomes very current nowadays and it is a great pleasure to be in the position of manager and especially to have success in management. However, although management is primarily concerned with the school principal and leadership structures, it is dedicated to all employees and represents an integral part of the culture and work as well as an integral part of the work tasks of each teacher and each student (Jashari, 2005). Professor Jashari further emphasizes that "theoretical and scientific debates on management show the fact that it is

not absolute and universal for all organizations, but that it should possess all the features and specifics of a particular organization, that is managed of. The school manager and managers (leaders) are successful when, in general, the working conditions of the school, the quality of teaching that takes place in them, the supply of materials, and text books improve ” (Jashari, 2005). From all these definitions it can be seen that the basic characteristics of management can emphasize: achieving results from the objectives of the institution, the role of human resources and meeting the objectives of staff united with those institutions. Manager from the head of an educational institution should have scientific knowledge of the management of the institution, but, "should also be shown sufficient skills, who have studied scientific theory to manage and be able to address the function of the institution or its purpose" (Zeneli, 2013). "Being a school manager does not mean just being a perfect professional in a field, but it also means being a leader in the way you address others, in communication and behavior, being a visionary, being a good lawyer, as well as being a good teacher, maybe even a good parent and student. "Leaders should always be characterized by leadership behavior, which aims to create a good climate in the organization he leads" (Shala, L. & Zylfiu, H., 2013). The director of Lipjan schools, but also in all school institutions in general in the Republic of Kosovo, is a person elected or appointed, a governing body, which has the duty to organize and direct the work and activity of the school as a pedagogical institution. As the head of the institution, the principal really has the opportunity to make radical changes, in favor of improving the flow towards increasing the quality of teaching ((Matheis, Capacity building in educational leadership. School development plan and project management., 2017). According to Hysen, "it is very important for the school principal to have a clear vision of where he wants to reach, respectively where the school needs to reach, and a strategy to fulfill this vision, and here begins his whole journey towards as better change for the school, otherwise we can say school planning which with the help of others becomes even more powerful" (Hyseni, 2018). But all this is not enough without knowledge of education laws, administrative instructions, curriculum framework, rules, processes, curricula and all administrative processes which are needed to know the logic of the functioning of the school in Kosovo. Also this knowledge should be transmitted to teachers in order to be as feasible and functional as possible. A successful principal also makes his managerial ability to plan, set needs, priorities, to achieve the goals of the school together with other school staff, through the implementation of procedures and rules provided by the school (Gurr, D, & Drysdale,L., 2020). Depending on the context of the school, a good manager should know when and what leadership styles to use and how to combine them (Fleming, 2019). School is an overview that a school principal assists in his work. "When the principal knows his employees then he manages to understand how to influence, how to motivate, supervise them, to develop spaces for professional advancement, always aiming at the best quality in school ((Matheis, Capacity Building in Educational Leadership. Communication and Collaboration, 2017). In order to fulfill the measurement of this research, we have selected teachers, principals and parents of lower secondary schools in the municipality of Lipjan because through them we will understand the real situation of our schools, respectively how many principals are managers and good leaders in our schools. The research was conducted by 80 teachers, 80 parents, and 8 principals of different schools in the Lipjan region and the surrounding area. The research corpus contains questions, which are provided to teachers, principals and parents for measurement in the form of a survey.

## **2. MATERIALS AND METHODS**

To conduct research on "Management and leadership of principals in primary schools in the municipality of Lipjan", the following methods were used: the method of theoretical analysis - this method through readings, writings and various studies we will come to the realization and analysis of research results. Statistical method - through this method the collected data will be processed, analyzed and interpreted by means of statistical percentage through the program SPSS (Statistical Package for the Social Sciences). Descriptive method - after study and analysis will describe the data extracted from the research.

## **3. RESULTS**

The results of our research show that the principal as the manager of a school institution directly affects the success and quality in teaching and learning of the school he leads. According to teachers, parents and school principals themselves, the role of the principal, the ability to manage a school, the way of cooperation and communication with both the educational staff and the community is extremely large and important. According to the interviewed teachers, 57% of them think that in the schools where they work, the principals are good, visionary managers and are willing and able to provide teachers, students and parents with family cohesion, stability and emotional support, which can be accompanied by increased motivation at work which results in higher results, but also improved school performance. Findings of the research from the questionnaire provided to parents, let us know that 60% of their answers are satisfied with co-principals of the schools where their children attend. They think the school principal

should establish good relationships with the school community (students, parents, staff, school board and other stakeholders) and should also promote joint leadership in harmony with the interest of students from the community.

#### 4. DISCUSSIONS

Skilled leadership of school principals is an important contributor. Good school leadership plays an important role in raising student outcomes, procedures, commissions, until the drafting of the final list, in a way, a kind of manager profile has been outlined for this institutional level. The director with his position can affect the quality of teaching, which was proven by our results, where most teachers and principals fully agree that the principal, through his fair and dedicated work, has a tremendous impact on the advancement of the school. Different views also on how much the school principal provides is transparent and fair process in the selection of students, teachers and others as representatives of the school in activities, events or opportunities for professional development. From the results obtained we see that teachers are interested in their advancement or professional development, and they use resources, different types of information in order to bring innovation to students and have better performance in front of them.

#### 5. CONCLUSIONS

Increasing the level of cooperation for both principals and school teachers, where the main purpose of this cooperation is to strengthen the relations between them, to find a common language, to develop professionally and to bring the best within the school for students. Principals should definitely support and motivate teachers in everything they do for the good of the school. Municipal education directorates and school principals, in decision-making should be more democratic, create the right space to include school staff, student councils as their representatives as well as parents in decision making. It is also necessary to form all school councils according to the administrative instructions in force in our country. to correct mistakes and go in the right direction, with a clear purpose, vision and mission.

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