

# Principal's Supervisory Roles: Impact on Teacher's Teaching Effectiveness and Students' Academic Performance in Secondary Schools of Sulu

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**Abstract:** This study aimed to determine the supervisory roles of the principal and its impact on the teachers' teaching effectiveness and students' academic performance in secondary schools of Sulu. It concludes that the effects of the new normal of education to students and teachers marks the beginning of a new chapter in their lives. The principal has to reach a double time exhibition of their roles as the manager, leader and actor of many activities of the school programs to meet the goal of improving the quality of education. Performing the roles of the principal is essential factors to improving the whole system of teaching and learning activities. Giving instructional supervision, mentoring, attendance awareness, and other roles of the principal must be tightly observed to enhance teachers teaching effectiveness in one hand and the improvement of the academic performance of the students on the other hand. Otherwise, deterioration of the quality of education cannot be stopped from climbing above to the end that the youths may be deprived of their rights to education. However, when the principal actively performs the roles with high expectations and great aspirations. The teachers teaching effectiveness and the students' academic performance in the new normal education may be great again. This study recommends that the principal may hasten to perform the task and effectively carry out the roles to the best to improve the teachers' teaching effectiveness which consequently improve the quality of the students' performance hence improving the quality of education.

**Keywords:** Principal's supervisory roles, Teachers' teaching effectiveness, Students' academic performance.

## 1. Introduction

Since the time when men became part of human civilization. Education has served as the bedrock of every social interrelationship and a tool for nation building. Men's quest for educational preparedness has started from home and school. The educational excellence in the secondary school system has been pivoted in the realization of national development. However, this development remains unrealizable if principals of secondary schools are not efficient in carrying out the supervisory roles in the implementation of educational quality assurance. Quality education to be achieved in a nation, the principal may move towards supervisory procedures that would develop actors of learning. The educational voyage set up to a journey whose patrons are the principals. The teachers are the crew who are responsible to develop effective teaching and

learning. The passengers are the students who are needy to develop their own capabilities in learning in various environment that must be cooperatively organized.

The principal's supervisory roles to develop the school culture in terms of basic teaching learning activities to enhance teacher's teaching effectiveness consequently improves students' academic performance. In Mindanao State University-Sulu, the principal served as the head of the teaching-learning activities. The teachers are responsible in carrying out the teaching-learning process in the classroom. Effective teaching develops efficient learning. Unfortunately, when the principal failed to carry out the roles may have affected the teacher's teaching effectiveness which eventually deteriorate academic performance.

## 2. Principal's Supervisory Roles

Onyeike and Maria (2018) wrote that the principal as the head of secondary school must play some important roles in moving the school forward and in assuring qualitative learning which is the goal of the school. One of such roles is the supervision of instruction. They cited Adeyemi, (2010) explains that supervision is the process of administration which involves the push to manage everyday activities of individual or group of people working in the school system. The principal is the leader and as Adesina, (2010) observes, the leader in any group is considered as having the best ideas, possessing the greatest understanding of situations and providing the best guidance. Consequently, Vartlak (2016) highlights the importance of close monitoring of operations in organizations, claiming that no organization can successfully accomplish its goals without any consideration for efficiency of its internal and external operations. Principals' quality assurance implementation involves the principal administering the school in such a way as to obtain better results that tally with the goals of secondary education. This is necessary if the institution is to ensure the production of the educated, employable, disciplined and cultured individuals.

## 3. Supervisory Procedures and Attendance

The most prominent task of the school principal is to improve

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the teaching-learning process through effective supervisory procedures that can control measures that are connected to teachers' class attendance. It is the primary responsibility of the school principal to coordinate and supervise teachers' activities for the purpose of achieving the best in the management of instructional resource inputs, process and outputs which determine students' academic success in secondary schools (Okoye, et. al., 2016). However, there is a growing public concern about the realization of the objectives of secondary education due to dwindling students' academic performance. This has been partly attributed to teachers' teaching effectiveness. Good learning requires good teaching.

In the same line Bernard and Goodyear (2008) visualize supervision as "a counseling intervention that is given by a senior individual from a calling to a lesser part or individuals from that same calling. The relationship between the principal's supervision with the teacher's teaching effectiveness is evaluative and stretches out after some time and has the concurrent reason for developed academic performance of the students which is the main goals of the school. Principal's supervision upgrading the expert working of the teachers in teaching. It is expected to monitor the quality of the teachers' effectiveness and also serve as a guardian to the individual students who are to achieve better academic performance. From these, it becomes clear that principal's supervision is essential to reinforce teachers' teaching effectiveness because it offers the professional support and guidance that enables them perform their best to develop academic excellence. Principal's role is a form of instructional leadership and its aim is to ensure qualitative learning in the school. Supervision of learning enables the principal to monitor the performance of his teaching staff.

#### 4. Supervision and Rewards

The principal also concerned with the aim of identifying the merits and demerits and utilizing befitting and genial systems to rectify the blemishes and enhance the benefits. In the monitoring of the instruction process the teachers are increasingly availed of the opportunity to become better and acquire effective teaching strategies which are accountable to manage the students' academic performance. It is a process of stimulating growth and excellence in teaching that elevates teachers' effectiveness. The process of supervision is continuous and it ensures that teachers carry out their daily routine functions both academic and extra-curricular teaching activities according to rules and regulations as stipulated in the educational goals and principles of the state. Educationists generally agree that school principals should devote most of their time to improving and supporting instruction. This is because both parents and government are now more concerned than ever with a result-oriented education and the principal has the professional obligation to offer nothing less.

History indicates that supervision of education had existed in the past as inspection intensively targeting the teachers' teaching effectiveness which impacted the academic performance of the students. The concept and implementation of inspection had however, varied from supervision in a number

of ways. First, it was more authoritarian and fault finding in nature and did not provide the kind of atmosphere of relaxation and trust needed for teachers to gain from the experience. However, teachers' effectiveness may improve from merely giving specific inspection.

#### 5. Supervision through Inspection

By the beginning of the last century, the practice of inspection took a more democratic and interactive shape, and the aim was no longer victimization but friendly and supportive guidance. Leigha (2010) explains that the modern-day supervisor is a friend to the teacher, a counselor, an energizer, an inspector, a colleague, partner in progress and helper that ensures the teaching effectiveness. Project Concern International (2007) lists the following among other attributes of the supervisor: "thoughtful and quiet, empathetic and able to put himself in another's shoe, unbiased and non-judgmental.

Kaegon (1998) indicates that supervision could be both external and internal. Externally, supervision is carried out by a board from ministry of Education and school board of the particular state. In Rivers State, the board visits schools periodically, monitoring such activities as curriculum compliance, teaching methodology of teachers as well as other pastoral aspects of school life. Internal supervision on the other hand is implemented by the principals, his Vice principals or head of subjects. It describes a situation whereby these set of people, especially the principal acts as academic mentor to promote teachers' effectiveness in the school.

#### 6. Duties of Principal as Supervisor

Okorie (2009) lists the following duties among others for the principal as an internal supervisor. - Assisting teachers to formulate relevant and acceptable goals and instructional objectives - Helping teachers in planning learning opportunities and experiences that will facilitate the achievement of the educational goals and objectives. - Development a highly motivated staff by stimulating the teacher's interest in teaching - Helping teachers develop skill and attitude formation. - Helping teachers develop professionally - Coordinating the varieties of teaching units in the school. All these point to the fact that where teachers are adequately coordinated and monitored in the above listed ways, their teaching performances improve to the benefit of improving the learning performance of the students. However, it has been observed that principals often times do not devote adequate time to important aspect of their school management assignments (Eze, 2006). Rather, they concentrate more effort to improve teaching and evaluation to gain in the students' performance.

In the new normal education is characterize by putting back the face-to-face learning environment. The class attendance is used to ascertain the regularity of both the teachers and students to school which conceptually devote their time to gain teachers' effectiveness as a result contributes to impressive learning performance. In this new normal education, It shows whether the teachers and students are present, absent or late to school the use of modular, e-learning, synchronous and blended

learning modalities as experienced during the health crisis of COVID 19 Pandemic, students may learn by themselves using multimedia in the internet. Each class in a secondary school has a record kept by the principals in which all the names of the teachers and students in the class are written and their daily attendance taken. Oloolube (2013) affirmed that class attendance is marked regularly. The attendance during the morning session is checked immediately after the morning assembly while afternoon session attendance is checked after the teachers' and students' recreation/break and tutorial activities.

Ker and Oluwole (2006) pointed out that class attendance gives an overall picture of the punctuality or regularity of both teachers and students in a class. In other words, it can be used to measure the attitude of members of a class towards school attendance. The class attendance is used by principals to account for teachers and students during certain unforeseen circumstances. For instance, the attendance checked by the principal can be used to ascertain the validity of claims made in respect of school students and teachers in the community. Sani (2019) also stated that class attendance register helps the principals to identify teachers who attend class regularly and those who are frequent absentees. Also, it creates an insight into students' poor performance. In other words, it creates opportunity for the principals to know teachers who fail to perform, based on learners' academic performance. Monitoring of attendance of both the teachers and the students contribute largely to the teachers' teaching effectiveness which correlated positively to the better students' academic performance. Hence, the role of the principal in attendance checking is a great hope to improve the teachers' teaching effectiveness consequently cater to improve the academic performance of the students in the new normal education.

Akomolafe (2012) conducted a study on principals' administrative effectiveness in public and private secondary schools in Ekiti, Nigeria. To achieve the study objectives, the population for the study consists of teachers in both public and private schools. A sample of 295 subjects were sampled, 191 subjects from public institutions, 104 subjects from private institutions. Data were gathered using a self-constructed questionnaire titled "Principals' administrative effectiveness in secondary schools (PAESS). The result revealed that private schools were more effectively administered by the principals, resulting in higher discipline and punctuality amongst both students and teachers.

Kalagbor (2016) conducted research on factors influencing academic performance of public and private secondary schools in Rivers state, Nigeria. Several factors including teacher utilization of teaching periods and discipline were studied. A sampling size of 489 SS 3 students from public schools and 213 SS 3 students from private schools were selected for the study. The instrument used for the collection of data was the "Students' Academic Performance Questionnaire" (SAPQ), structured on the 4-point Likert scale measurement. Results revealed, amongst others, that students from private schools reported high rate of teacher attendance and utilization of lesson periods, which translated to better academic performance levels from the private school students.

## 7. Conclusion

The effects of the new normal of education to students and teachers marks the beginning of a new chapter in their lives. The principal has to reach a double time exhibition of their roles as the manager, leader and actor of many activities of the school programs to meet the goal of improving the quality of education. Performing the roles of the principal is essential factors to improving the whole system of teaching and learning activities. Giving instructional supervision, mentoring, attendance awareness, and other roles of the principal must be tightly observed to enhance teachers teaching effectiveness in one hand and the improvement of the academic performance of the students on the other hand. Otherwise, deterioration of the quality of education cannot be stopped from climbing above to the end that the youths may be deprived of their rights to education. However, when the principal actively performs the roles with high expectations and great aspirations. The teachers teaching effectiveness and the students' academic performance in the new normal education may be great again. This study recommends that the principal may hasten to perform the task and effectively carry out the roles to best to improve the teachers' teaching effectiveness which consequently improve the quality of the students' performance.

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