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A Case Study of Administrative Challenges faced by teachers in Balochistan Residential Colleges (BRCs)

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Abstract

In this case study, aims to explore the administrative challenges faced by the teachers in Balochistan Residential colleges (BRCs). BRCs area closed cadre system of institutions, in which teachers face many challenges, such as, Grant in Aid, delayed promotion process, non-availability of time scale, overcrowded class rooms and lack of workshops and training for teachers. The design of the research is qualitative case study and the research instruments include semi structured interviews, focused group discussions, document analysis and field notes and observations.

Introduction

The purpose of this research was to investigate the administrative challenges of teachers in Balochistan Residential Colleges (BRCs). The research is important in order to address the aforementioned challenges in a more proficient manner. The sampling for the research is Purposive. Semi-structured interviews, document analysis, field notes, and observations are the methods used to collect the data. The data were then subjected to a thematic analysis. The field of educational administration is not prepared to deal with inequality. Teachers in the field of educational administration have the power to influence the perspectives of aspiring administrators as well as future scholars through their publications and curricula. But conventional methods, leadership development, licensing, and selection procedures for school administrators frequently only offer minimal, spot-on jabs at injustices or regard them as administrative difficulties. Also, he clarified that a large number of faculty members in educational administration might lack the information, resources, tactics, justifications, or abilities necessary to integrate issues pertaining to poverty, language minorities, special needs, gender, race, and sexuality, for example, into their courses on public relations, principle ship, school finance, school law, and interpersonal relationships. Many faculty members and curricula stumble lightly in the rush to credentialing when it comes to the framing of education policies without a critical, contextual, or historical grasp of socioeconomic disparities, equity concerns, or the desire for social justice. Lastly, he stated that educational administration programs are under attack. Professional associations and districts want to demonstrate that they can generate a large number of credentialed leaders, and the National Association for Colleges of Teacher Education wants proof that their graduates can achieve equity (Marshall, 2004).

Research Methodology

The design of the research was qualitative case study. While, the research instruments comprise of semi-structured interviews, field notes, observations, and document analysis. In case study research, there was an indepth analysis of a particular case (Bassey, 1999). Furthermore, the sampling was purposive and the research participants include two principals, three associate professors, five assistant professors and five lecturers.

Nature of the study

This was qualitative case study research.

Population of the study

The population of study includes 5 principals, 17 associate professors, 27 assistant professors and 149 lecturers of Balochistan Residential Colleges.

Sampling of the study

The sampling of the study was purposive (convenient sampling). Furthermore, the sample of this research comprises of teaching and administrative staff from five BRCs. The research sample for semi structure interview included two Principals of (BPS- 20), two Associate Professors of (BPS- 19), two Assistant professors of (BPS- 18) and three lecturers of (BPS- 17), three associate professors of grade (BPS-19), three assistant professors of (PBS-18) and three lecturers of (PBS- 17). The selection of research participants were on the basis of their grades and seniority. And the rationale behind such selection was that they were more experienced and senior which may help the researcher to elicit more representative data.

Research Instrument

The research instruments include semi-structured interviews, field notes, observations, and document analysis. The sample for semi-structured interviews comprises of twelve Semi-structured interviews. Akyildiz and Ahmed (2021) termed the interviews as very popular tools of qualitative research which provide a deeper insight of a phenomenon.

Data Collection

The researcher was personally met research participants for data collection and they were asked about their consent for giving semi structured interviews. Consent forms were signed accordingly from them, after data collection for proof in record.

Analysis of data

There was a thematic analysis of data. Data was transcribed, coded and categorized into different themes according to the research focus and findings of the research. It was stated by Clarke, V., & Braun, V. (2013) Thematic Analysis (TA) is an accessible, flexible, and increasingly popular method of qualitative data analysis. Learning to do it provides the qualitative researcher with a foundation in the basic skills needed to engage with other approaches to qualitative data analysis. It was founded by Braun, V., & Clarke, V. (2006) Thematic analysis is a qualitative research method used to identify, analyze, and interpret patterns and themes within a dataset.

Findings

Summary

Balochistan Residential Colleges were established to provide quality education in Pakistan especially in the province of Balochistan . In this research study majority of the participants

discussed that all these challenges which were highlighted in this research should resolve and all the interviewees recommended that the Government should pay full attentions towards these colleges. Because these Institutions provide quality Education in the province of Balochistan. The selection criteria of Teachers for these Colleges throughout the Country on merit basis, Therefore the Government of Balochistan Education department should pay special attention towards these Institutions .All the Challenges and problems of these Colleges may resolve on emergent basis. Challenges like,Grnt- in Aid, Time scale, promotions of faculty ,75% frozen Allowance may be talked by the concern department Government of Balochistan.

In this section, we are to discuss the Administrative challenges such as Teacher leadership, Decision making and planning process, Job Structure, Current budget/Residential Allowance or 75% allowance, Time Scale,Promotion structure, Grant-in-Aid, Reasons behind leaving the job,Performance/Reward/Recognition,

Teacher leadership

Teacher leadership is the most important updated innovation and practice in educational scenario across the globe. Harris & Mujis (2002) defined that teacher leadership typically involves increased leadership and decision-making powers for teachers without taking them out of the classroom. Furthermore, they urged that mission of these institutions to ensure provision of all basic opportunities for the students to achieve their academic goals in a diverse culture. Moreover, they added that this reflects that students might be provided with ample opportunities needed for academic growth and excellence in an educational setting and scenario of diverse cultural backgrounds. Additionally, they highlighted that goals are to serve the institution and students in the academic sphere with dedication and cater to their changing needs and indiscriminately. Hence, it clearly indicates that the goals of academic excellence and quality education are related to the commitment of the stakeholder involved or linked to teaching learning process or the overall educational process. Therefore, the system of BRCs may look upon on ensuring more commitment of human resources and students for achieving the goal of quality education. A research participant stated as“BRCs provide accepted and advanced learning to their students. Their vision is to educate, train and polish manners of students and their mission is to connect all the regions of provinces together. Their goal and objectives are to produce talented officer well-mannered human beings and competent doctors to serve the province.” (semistructure interview , Teacher 15, dated 12 Nov 2022)

Decision making and planning process

Majority of the participants urged that teacher’s participation in the decision making and planning process is very important and mandatory, as they can think better of reforms and decide for an ideal career of the students. Also, the respondents replied that neither in the decision making practices nor they are taken on board on any important institution related matters. Only heads of the institutions are involved in such practices with teachers confined only to the teaching and implementation process of the decisions. A research participant stated as“Timely and right decision is the key of success.in educational institution only teachers are well aware regarding problems faced by students.so, teachers’ participation in decision making is very necessary which is not completely in practice in BRCs.”(semi structure Interview Teacher 2 dated 6th Nov2022) Therefore, it clearly indicates that there is a need of participation of teachers in decision making process at college level. Also, Bush and Middle wood (2013) gives emphasis to participative type of leadership models in twenty first century for effective management of educational institutions. Thus, the study recommends that teacher participation should be ensured in ns. Decision making processes for effective management of educational institutions.

Job Structure

Most of the participants founded that BRCs are working under an ACT passed by the Balochistan Assembly in 2005. Under the Act; they are entitled to receive Grant-in-Aid for disposing of financial matters including salaries and other allowances. But contrary to this, the government has been granting regular budget to the BRCs since their establishment. The employees are entitled to avail pensioner benefits, but Benevolent Fund (BF) and Group Insurance Fund (GIF) are not admissible to them. The government has stance that they (employees) are public and not civil servants, and they have no right to enjoy the additional benefits other than the monthly pension. This job insecurity can be removed provided that the word 'Grant-in-Aid' in the Act is amended in (14-A) and converted into regular budget. It will not only provide job security to the employees but restore their confidence in the performance of the institutions. A research participant stated as "BRCs taking regular budget from the beginning but in 2005, the government change it regular budget into grant in aid. So due to this reason, most employ joined another institution." (semi structure Interview Teacher 5 dated 7th Nov 2022)

Current budget

Current education budget is inadequate as it does not cater to the needs and challenges of diverse nature in the education sector. It also finds that current budget for educational institutions may not fulfill the requirements of present era. Therefore, the Government should increase the budget for education. A research participant stated as "The current education budget is insufficient to meet the challenges of educational organization." (semistructure Interview Teacher 2 dated 6th Nov 2022)

Attractive/Residential Allowance or 75% allowance

BRC allowance is a special allowance initially @ 40% of the basic pay sanctioned for the employees of BRCs from the very beginning and thus, the allowance was enhanced from 40% allowance to 50% and later up to 75%. allowance. The employees of BRCs are engaged in their professional duties in the academic and post academic hours. Therefore Most of the participants urged that this Allowance may be uncapped for the satisfaction of the Employees of BRCs.

Promotion structure

Promotion structure in BRCs is as per the government rules and regulations applicable to a general cadre. However, the process of promotion structure in BRCs needs improvement on urgent basis. Due to close cadre and slow process in promotions and most of the teachers left the job of BRCs.

Time Scale

BRCs' teachers are not provided with benefits of Time Scale for what the government says 'financial constraints'. The impact of TimeScale is that majority of the employees have been working in the same grade without availing any extra financial facilities in which they were initially recruited. Furthermore, the interviewees demanded that the Time scale may be provided by the government to the employees of this institution.

Grant-in-Aid

Grant-in-Aid is onetime payment of funds to the institutions to manage their financial matters. It comprises salaries and allowances of employees and exigencies. The institutions running under this flow of funds face serious financial complications from time to time besides affecting the pensioner benefits. According to Government of Balochistan (1983) the funds of the college shall be derived from grant made by the government but from the very beginning regular Budget is being provided. If it converted into grant in aid it will leave a negative impact on service structure.

Reasons behind leaving the job

No facilities except salaries are available to the teachers. That is why majority of the people associated with this noble profession prefer to quit it and join any lucrative position. BRCs are also facing this serious problem because of job insecurity and capping of the 75% attractive allowance.

Performance /Reward/Recognition

Majority of the interviewees replied that the concept of such encouraging rewards/awards, appreciation certificates and bonuses is gradually diminishing in BRCs. Even insome of these institutions, commendation certificates are awarded only to the toppers of SSC (Secondary School Certificate) and FSc (Fellow of Science) examinations ignoring those whose contributions are actually involved in these excellent results. Additionally, also Chen (2021) stated that appreciation is very significant of the one who works devotedly. A research participant stated as “There is no such mechanism from government side to encourage the teachers. As BRCs are providing the competent doctors, engineers, lawyers, teachers and different officers in all fields, appreciation of teachers in any shape is must to achieve the maximum goals.” (semi structure interview Teacher 2 dated 6th Nov 2022)

Conclusion

We have highlighted all those administrative challenges faced by Balochistan residential colleges. Furthermore, it is recommended for ensuring quality of learning standards and following quality procedures, standards of curriculum and textbooks and vision and mission. Moreover, it recommends fora better human resource support system to teachers. Further all the participants urged that 75% frozen allowance should be uncapped to satisfy the teachers and also strongly recommended that Grant-in-Aid should be replaced by regular budget aswell as promotion policy must be speedy for faculty members to enhance in the process of quality education. However all the participants of semi structure interview urged that the Government may call the meeting of (BoG) twice according to the roles of Government of Balochistan Education department to discuss and resolve the issues of these Institutions.All the participants of this research urged that the stakeholders of Balochistan should promote all these Institutions for the promotion of quality education and resolve the challenges of teachers to have their social life as well asstrong command on their concern subjects.

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