

A Study Of Professional Efficiency Regarding Office Work Management Of District Education Officers

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ABSTRACT

This study aimed to investigate the professional efficiency of district education officers in office work management, with a focus on the perspectives of school and office administrators in Quetta Division, Baluchistan. The research involved 44 office administrators and 152 school administrators selected through a stratified sampling technique. Data collection was done using a questionnaire with 8 items, developed with expert guidance and validation. The study utilized descriptive methodology, employing simple percentages, two-sample t-tests, and P-values to compare the perceptions of various stakeholders. The research findings aimed to provide insights into the observations of school and office administrators regarding the professional efficiency of district education officers in Quetta Division.

Keywords: Professional Efficiency, District Education Officers, Office & School administrators, Office Work Management.

INTRODUCTION

Overview

Efficient management of office work by education officers significantly impacts the effectiveness and productivity of educational institutions. According to Austin (2013), effective management practices enhance organizational performance. Education officers, as leaders, must demonstrate professional efficiency in tasks like planning, organizing, and controlling administrative processes (Bunglowala & Bunglowala, 2015). This involves streamlining workflows, allocating resources judiciously, and implementing strategic plans aligned with educational goals (Bstieler & Hemmert, 2010). Continuous professional development is crucial for education officers to stay current with educational policies and technological advancements, ensuring that their practices

align with institutional needs (Bass & Bass, 2009). Fostering professional efficiency contributes to the overall success of educational institutions.

Professional efficiency in office management by education officers is crucial for the successful operation of educational institutions. According to Block (2016), empowered managers with positive political skills can navigate organizational dynamics effectively. Education officers, as decision-makers, must exhibit proficiency in communication, interpersonal skills, and conflict resolution to cultivate a conducive work environment (Adler, Elmhorst, & Lucas, 2018). Transparency in decision-making and adherence to ethical standards build trust among staff and stakeholders (Ambrose & Gullatte, 2011). Education officers should actively pursue ongoing professional development to stay abreast of

educational and administrative advancements (Bass & Riggio, 2006). Upholding professional efficiency contributes to the overall effectiveness and sustainability of the educational system.

Background of the Study

The contemporary world is transitioning from merely providing education to emphasizing quality education. Global nations are continually working on innovative strategies to ensure easy access to high-quality education, and Pakistan is no exception, striving to offer free quality education to its children. Adhering to international standards, a cohesive education system is implemented to efficiently utilize human resources. A robust organizational structure can effectively harness the skills of every individual within an organization. Following the 18th Amendment to the constitution, the federating units, or provinces, are obligated to align with this education system while retaining some autonomy in hierarchy, curriculum design, and budgeting. At the provincial level, the Minister of Education oversees the education ministry, supported by the Secretary of Education, who deals primarily with policy-related issues and significant transfers/postings of education officers. The provincial setup is led by the Director of Education, and at the district level, the District Education Officer heads the education administration. Since the devolution of powers in 2015, district education officers in all 34 districts of Baluchistan province have taken on responsibilities such as school supervision, cluster budget distribution, teacher transfers/postings, and financial matters. This hierarchical structure is designed to achieve the overarching goal of providing quality education to students while addressing employees' job-related concerns.

This study focuses on assessing the performance of district education officers in the Quetta division, specifically examining variables related to the professional efficiency of office work management. To achieve this objective, data were collected from various stakeholders, including school administrators (Principals/Senior Headmasters/Headmasters) and office administrators such as District Officer Education (DOEs) and Deputy District Officer Education (DDOEs), both male and female, along with Assistant District Education Officers (ADEOs) working closely with DEOs in the immediate office. Given the dual role of DEOs involving both office responsibilities and field supervision, insights into their professional efficiency were sought through feedback from these stakeholders, namely school and office administrators.

Research Gap

In Shah's (2009) analysis, the performance of District Education Officers in the Quetta division was scrutinized under specific circumstances. The study sought to assess the impact of independent variables on dependent variables and determine whether the perspectives of office administrators and school administrators were sufficiently aligned with the interests of all stakeholders. Employing a professional analysis, the researcher aimed to gain insights into the performance of district education officers in the Quetta division. This pioneering study in the Quetta division aimed to evaluate the professional efficiency and working behavior of district education officers, with anticipated benefits for all education sectors. The study's findings are expected to provide valuable insights into the evaluation of the professional efficiency of district education officers.

Statement of the Problem

The problem of this study was, “a study of professional efficiency regarding office work management of district education officers”. This study was focused on the professional efficiency in the perspective of office work management. The respondents of the study were school administrators (Principals/Senior heads Masters/Headmasters) and office administrators (DOE male, DOE female, DDOE male, DDOE female, ADEO male, and ADEO female).

Objectives of the Study

The objectives of this study was to find out the observations of the school and office administrators about professional efficiency of District Education Officers regarding office work management

Research Questions

What was the observations of the school and office administrators about professional efficiency of District Education Officers regarding office work management?

Hypothesis of Research Study

The following null hypotheses were tested in this research study:

H₀₁: There is no significant difference between the observations of the school and office administrators regarding the professional efficiency of District Education Officers

Delimitations of the study

This research study delimited to:

1. Perception of stakeholders (DOEs, DDOEs, ADEOs, Principals/Senior Headmasters/Headmasters)
2. The Professional efficiency of office work management.
3. Office administrators were male and female (DOEs, DDOEs, ADEOs).

4. School administrators were male and female (Principals/ Senior Headmasters/Headmasters).

REVIEW OF RELATED LITERATURE

Professional Efficiency

Professional efficiency is the capacity of individuals to perform their job tasks effectively and competently while optimizing resources and minimizing errors or waste. As defined by Kleynhans (2016), it involves not only the ability to complete tasks in a timely and accurate manner but also adaptability, problem-solving skills, and the utilization of best practices and innovative techniques to achieve optimal outcomes. Professional efficiency is vital across various fields, including business, healthcare, and education, as it leads to improved productivity, higher-quality services, and the overall success of organizations and institutions. It's a multidimensional concept that encapsulates both technical proficiency and the capacity to continuously improve and adapt within a professional context.

Caena, and Redecker (2019) Professional efficiency is intricately tied to three key components of professional performance: competency, standards, and practice. Competency and professional standards are closely linked, forming the foundation for quality assurance and professional growth.

Professional standards serve as benchmarks against which competencies and applied knowledge are assessed, and they guide professional development and practice evaluation. These standards are essential for maintaining the integrity of a profession and ensuring that practitioners adhere to clear rules. While standards provide a baseline for quality, it's important to note that quality isn't guaranteed by

standards alone. Practice, on the other hand, involves applying defined processes and methods that shape the overall framework of a profession and reflect professional maturity. Together, these standards foster transparency and integrity in professional operations, ensuring a clear sense of purpose and intentions within the profession (Caena & Redecker, 2019).

Professional Efficiency regarding Office Work Management

Efficient office work management is paramount for the seamless operation of any organization. As emphasized by Gallo (2018), adept management of office tasks can result in heightened productivity, lower costs, and enhanced employee satisfaction. Achieving this requires leveraging technology, ensuring effective communication, and judiciously delegating tasks. Establishing rapport with subordinates is a crucial element of professional efficiency, necessitating open communication, active listening, and displaying empathy towards their concerns, as highlighted by Jones and George (2016). A positive working relationship between managers and subordinates can yield increased motivation, job satisfaction, and loyalty.

Employees' rights are another crucial aspect of professional efficiency. According to Berman, Bowman, West, and Van Wart (2018), managers should be aware of the legal rights of employees, including the right to privacy, protection against discrimination and harassment, and fair compensation. By upholding these rights, managers can create a positive work environment and avoid legal issues.

Taking action on inquiries is also important in maintaining professional efficiency. This involves responding to inquiries promptly and providing accurate information to stakeholders (Adams, 2017). By doing so,

managers can build trust and credibility with stakeholders, which can lead to positive outcomes for the organization.

Helping employees in promotion cases is another aspect of professional efficiency. This involves providing guidance and support to employees who wish to advance their careers within the organization (Lopez & Peon, 2017). By doing so, managers can retain talented employees and create a culture of professional development within the organization.

Adhering to the directives of higher authorities is vital for sustaining professional efficiency. As highlighted by Aguilera (2021), managers must comprehend the goals and objectives set by organizational leaders and actively strive to attain them. This commitment not only showcases dedication to the organization but also enhances the likelihood of career advancement for managers. In summary, professional efficiency stands as a pivotal factor for organizational success. Key aspects encompass effective office work management, fostering positive relationships with subordinates, safeguarding employees' rights, addressing inquiries, contributing to promotion cases, and diligently implementing directives from higher authorities.

Office Work Management

Effective office work management involves managing time, delegating tasks, and prioritizing work. According to Goleman (2002), effective managers need to have good organizational skills, be able to manage their time effectively and prioritize their workload. Additionally, they need to be able to delegate tasks to their subordinates and provide them with clear instructions and expectations.

Building Rapport with Subordinates

Building rapport with subordinates is essential for creating a positive and productive work environment. According to Heskett et al. (1997), building rapport involves creating a climate of trust and respect, and demonstrating genuine concern for the well-being of employees. This can be achieved by providing regular feedback and recognition, communicating effectively, and fostering an open and inclusive culture.

Employee Rights

Ensuring the rights of employees is crucial for maintaining a motivated and engaged workforce. According to DeCenzo and Robbins (2017), employee rights include the right to privacy, the right to fair compensation, and the right to a safe and healthy work environment. Employers can ensure these rights by implementing fair policies and procedures, providing adequate training and support, and addressing any concerns or grievances in a timely and effective manner.

Enquiries and Promotion Cases

Taking action on inquiries and promotion cases is important for maintaining employee morale and ensuring fairness in the workplace. According to Greenberg and Baron (2008), employers need to have clear policies and procedures in place for handling inquiries and promotion cases and should ensure that these are communicated effectively to employees. They also need to be transparent in their decision-making processes and provide feedback and guidance to employees throughout the process.

Implementation of Directives from High Authorities

Implementing directives from high authorities is a critical component of effective organizational management.

According to Kotter (2012), successful implementation involves creating a sense of urgency, building a coalition of supporters, and communicating the vision and goals of the directive effectively to employees. Additionally, managers need to provide clear guidelines and support to employees and monitor progress regularly to ensure that the directive is being implemented effectively.

RESEARCH METHODOLOGY

Research Design

To achieve the objectives of this research study, it was done in the descriptive method. It was to find out the perception of the stakeholders regarding the performance of District education officers in the Quetta division.

Jackson, (2009) Descriptive research is a methodology focused on observing and documenting the characteristics, behaviors, or phenomena of a specific group or subject in current situations. It avoids manipulating variables and aims to provide a detailed portrayal of the study issue, employing methods like surveys, interviews, and observations for data collection. This approach is commonly used in social sciences, market research, and exploratory studies to gain a nuanced understanding of the subject.

Population of the Study

The population for this research study was comprised of male and female school and office administrators of the Quetta Division. The school and office administrators were two hundred and forty-nine and similarly forty-eight from four districts of the Quetta Division (Quetta, Pishin, Chaman, and Killa Abdullah) respectively.

Table#1: The Description of Population

Districts	Office Administrators						School Administrators			
	DO (E)		DDO(E)		ADEOs		Principals		Head Masters	
	M	F	M	F	M	F	M	F	M	F
Quetta	02	01	03	03	04	07	20	05	31	75
Pishin	01	01	05	03	03	02	04	02	41	25
Chaman	01	01	01	01	01	00	01	00	14	07
Killa Abdullah	01	01	03	01	02	00	00	00	19	05
Total	05	04	12	08	10	09	25	07	105	112
Grand Total	48						249			

Sample of the Study

The sample of the study was the forty-four office administrators and one hundred and fifty-two school administrators by using stratified sampling technique as shown in the following sample table. Cochran (2007) defines stratified sampling as a research technique involving the division of the population into distinct subgroups or strata

based on specific characteristics. Subsequent random selection of samples from each stratum ensures representation from all pertinent groups within the population. This approach significantly improves the precision and accuracy of the study by addressing variations present in different subgroups.

Table#2: Sample of the Study

Districts	Office Administrators						School Administrators			
	DO (E)		DDO(E)		ADEOs		Principals		Head Masters	
	M	F	M	F	M	F	M	F	M	F
Quetta	02	01	03	03	03	06	09	05	20	42
Pishin	01	01	03	03	03	02	03	02	28	14
Chaman	01	01	01	01	01	00	01	00	10	04
Killa Abdullah	01	01	03	01	02	00	00	00	11	03
Total	05	04	10	08	09	08	13	07	69	63
Grand Total	44						152			

Data Collection Methodology

The required data was collected by paying the personal visit of the researcher to the Schools and Education Administration office Quetta division in Baluchistan by using a valid and reliable tool i.e. questionnaire.

Research Instrument

The researcher used a single valid and reliable research tool i.e. questionnaire to get an observation of stakeholders (school & office administrators). The questionnaire

with variable i.e. professional in the perspective of 'Office work management'. The internal consistency coefficient (Cronbach's alpha value) is 0.756.

Statistical Analysis

The analysis of stakeholders' views (both office administrators and school administrators) utilized simple percentages, means, standard-deviations, coefficient of variation, two-sample t-tests, and p-values to compare perceptions among different stakeholders.

Table#3: Professional Efficiency of DEOs Regarding Office work Management

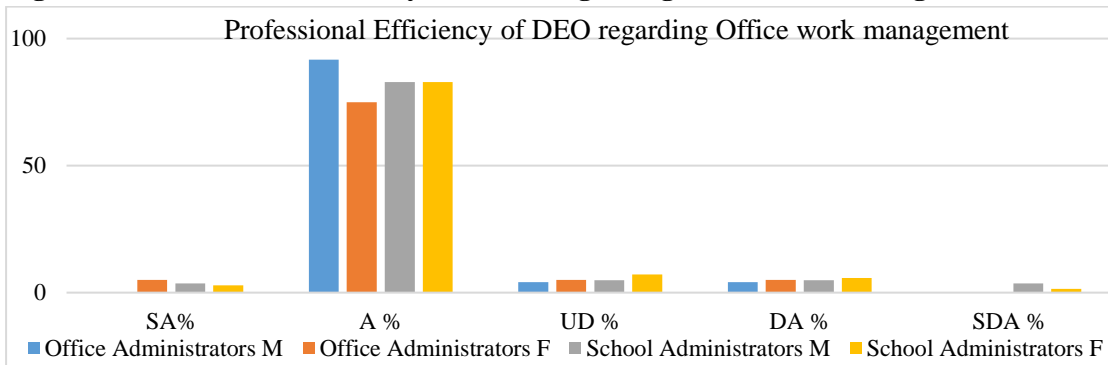
Stakeholders	SA	%	A	%	UD	%	DA	%	SDA	%	Total
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Office Administrators	M	00	0.00	22	91.67	01	4.167	01	4.167	00	0.00	24
Office Administrators	F	01	05	17	75.00	01	05	01	05	00	0.00	20
School Administrators	M	03	3.66	68	82.93	04	4.88	04	4.88	03	3.66	82
School Administrators	F	02	2.86	58	82.85	05	7.14	04	5.71	01	1.43	70

Keeping in view the percentage of the above table 91.67% of male and 75% female of office administrators agreed, similarly, 82.93% of male and 82.85%

female of school administrators also agreed about the efficiency of District Education Officers regarding their role in office work management.

Figure#1: Professional Efficiency of DEOs Regarding Office work Management



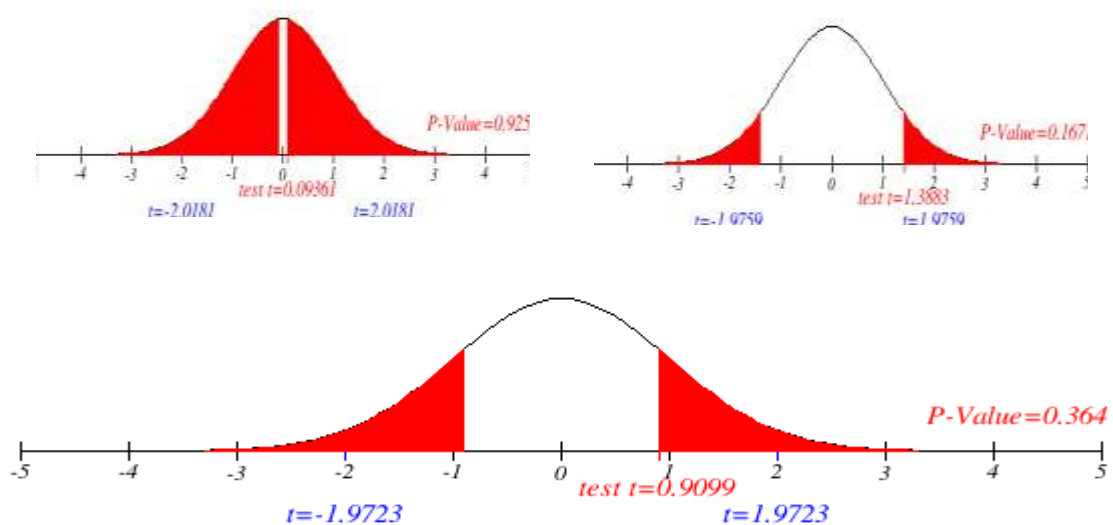
Table#4 Comparison of Office (Male & Female) and School (Male & Female) Administrators regarding Professional Efficiency Office work Management

Stakeholders	Descriptive Analysis					Comparison (Inferential)						α
	Gender	N	Mean	S.D	C.V	Gender			Stakeholders			
						t-calculated	t-tabulated	P-value	t-calculated	t-tabulated	P-value	
Office Administrators	M	24	4.21	0.7051	16.75	0.09361	±2.0181	0.9259	0.9099	±1.9723	0.364	0.05
	F	20	4.19	0.7063	16.86							
School Administrators	M	82	4.17	0.7069	16.95	1.3883	±1.9759	0.1671	0.9099	±1.9723	0.364	
	F	70	4.01	0.7098	17.70							

Examining the table provided, it's evident that the average for male and female office administrators is 4.21 and 4.19, respectively with a standard deviation is 0.7051 and 0.7063 and with a coefficient of variation is 16.75 and 16.86 respectively. The t-calculated value is 0.0936 with the t-tabulated value is ±2.0181 Similarly the mean of the male and female school administrators is 4.17 and 4.01 with a

standard deviation is 0.7069 and 0.7098 and with coefficient of variation is 16.95 and 17.70 The t-calculated value is 1.3883 with the t-tabulated value is ±1.9759. In the same way for the views difference between office and school administrators, the t-calculated value is 0.9099 with a t-tabulated value is ±1.9723 which shows no significant difference in the views between office and school administrators.

Figure#2 View Comparison of Office & School Administrators Regarding Role of DEOs in Office work Management



Conclusions

Both office administrators and school administrators agree about the professional efficiency of DEOs regarding office work management so there is no difference between the perception of office and school administrators.

Discussion

The professional efficiency of District Education Officers (DEOs) in office work management involves evaluating their skills in coordinating administrative tasks, resource allocation, and overall organizational effectiveness. While specific literature on DEOs may be limited, broader insights from educational leadership provide context. According to Leithwood and Beatty (2007), effective educational leaders, including district-level administrators, need to be proficient in organizational management to ensure the smooth functioning of educational systems.

Recommendations of the Study

Basic professional skills may be provided to the DEOs in the perspective of office work management.

Guidelines for Future Researchers

Keeping in view the above finding and conclusions the following guidelines for future researchers were as under:

1. This study may be conducted in other cities and other provinces of the country.
2. This study may be conducted with some other variables like supervision, new appointments, transfer, Inspection, and discipline.

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