

## AN ANALYSIS OF THE RELATIONSHIP BETWEEN COLLABORATIVE LEADERSHIP AND THE OVERALL EFFECTIVENESS OF PRESCHOOLS

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### Abstract-

The effect of collaborative management techniques on primary school students' academic achievement in Malaysia is the focus of this research. In issue are the elementary schools situated in Malaysia. Academic success, teacher happiness, and student performance are just a few of the indicators that will be measured to determine the efficacy of collaborative management practices. Methods like stakeholder involvement, collaborative leadership, and shared decision-making fall under this category. This study looks at elementary schools to see if there is a connection between community involvement, school leadership, and teacher collaboration. It uses a quantitative research methods to look at data from different schools and figure out how these things could make teachers better. The data collection included a range of school kinds. The purpose of this research is to find out how well primary school administrators work together. A growing body of evidence points to the efficacy of collaborative management in raising academic standards. School administrators, teachers, parents, and other stakeholders actively participate in this management approach, which is defined by collaborative decision-making. Learners' achievements, educators' contentment, and school administration's efficacy are some of the factors studied here. The study used a quantitative methods strategy, collecting data via questionnaires and classroom observations in primary schools.

**Keywords:** *Collaborative Leadership, Academic Efficacy, Primary Education*

### 1. INTRODUCTION

The value of collaborative management in enhancing the efficiency of educational institutions has been increasingly recognised by an increasing number of schools worldwide in recent years. Elementary schools were particularly in need of this since effective management practices have a significant impact on student outcomes, teacher satisfaction, and school success in general. Researchers were digging more into the effects of collaborative management methods on primary school efficiency to raise educational standards. Shared decision-making, collaboration, and mutual support among stakeholders are all part of collaborative management methods that may help create a healthy and productive school environment. Decisions were made with the full participation of all parties concerned, including school authorities, classroom teachers, parents, and students. Through the use of collaborative management, which makes use of many perspectives and experiences, a more accommodating and accommodating learning environment may be created. Student achievement, teacher effectiveness, and the overall school climate are three common metrics used to assess primary schools' success. However, these metrics are not without their limitations. However, there is still a lot of work to be done in terms of research into the specific nature of the relationship between collaborative management practices and key performance indicators. The purpose of this research is to determine whether or not primary schools that use

collaborative management strategies have a more positive school atmosphere and higher levels of academic achievement. This study aimed to provide primary school teachers and politicians with information on the benefits and drawbacks of collaborative management to assist them make better decisions about how to run their classes (Heikkinen et al., 2022).

## **2. BACKGROUND OF THE STUDY**

An increasing focus on improving the efficiency and quality of elementary schools was changing the face of education. Management strategies that contribute to the accomplishment of these objectives were given considerable weight. The academic sector has joined the growing number of industries that have adopted collaborative management practices, which promote teamwork in decision-making and problem-solving. All stakeholders, including children, parents, and school administrators, were included throughout the collaborative management decision-making process. The researchers hoped that by hearing from a variety of people, they may improve the school climate, come up with fresh ideas, and get everyone on board. This management style was used in educational settings to enhance communication, cooperation, and the general operation of the school. Schools that use collaborative leadership practices often see gains in organisational efficacy and student achievement, according to research on the topic. But there aren't many studies that look at how elementary schools fared after using collaborative administration. If researchers want to help students succeed and the country reaches its educational goals, researchers must understand this link. (Junaedi et al., 2023).

## **3. PURPOSE OF THE RESEARCH**

Discovering the results of implementing collaborative management approaches in elementary schools is the main objective of this study. This research is to examine the approaches' implementation in order to ascertain the extent to which they impact critical factors such as students' academic achievement, their level of teacher satisfaction, and the school community. In addition to attempting to provide practical insights and answers for improving academic performance, the research seeks to record previous challenges and future opportunities for improved joint management.

## **4. LITERATURE REVIEW**

According to the results, collaborative management was becoming more important for improving the efficiency of organisations. This was true even at educational institutions. Several beneficial results have been linked to collaborative management at educational institutions. This kind of leadership is characterised by open communication and participation from all parties involved in making decisions. According to studies, these methods may help create a more harmonious and encouraging school environment, which is crucial for improving students' academic performance. Teachers report higher levels of satisfaction with their work, more agreement on educational goals, and higher student accomplishment when administrators, teachers, and other stakeholders work together. For example, when people bring different life experiences and viewpoints to the table, collaborative management may increase creativity and problem-solving abilities. Improving the quality of elementary education via different approaches is becoming an increasingly pressing problem in society. Unfortunately, there is a dearth of studies that examine how collaborative management impacts academic performance in this particular context. Research from all around the world suggests that collaborative management practices in schools have the potential to boost motivation and engagement in the classroom (Junwei & Duraipandi, 2025).

## **5. RESEARCH QUESTIONS**

- ❖ How does planning and communication influence investigations in primary schools?

## **6. RESEARCH METHODOLOGY**

### 6.1 Research Design:

The quantitative data analysis used SPSS version 25. The odds ratio and 95% confidence interval were used to determine the degree and direction of the statistical association. The researchers established a statistically significant criteria at  $p < 0.05$ . A descriptive analysis was conducted to identify the main features of the data. Quantitative methods are often used to assess data acquired via surveys, polls, and questionnaires, together with data altered by computing tools for statistical analysis.

### 6.2 Sampling:

Research participants filled out questionnaires to provide information for the research. Using the Rao-software programme, researchers determined that there were 735 people in the research population, so researchers sent out 850 questionnaires. The researchers got 810 back, and they excluded 32 due to incompleteness, so the researchers ended up with a sample size of 778.

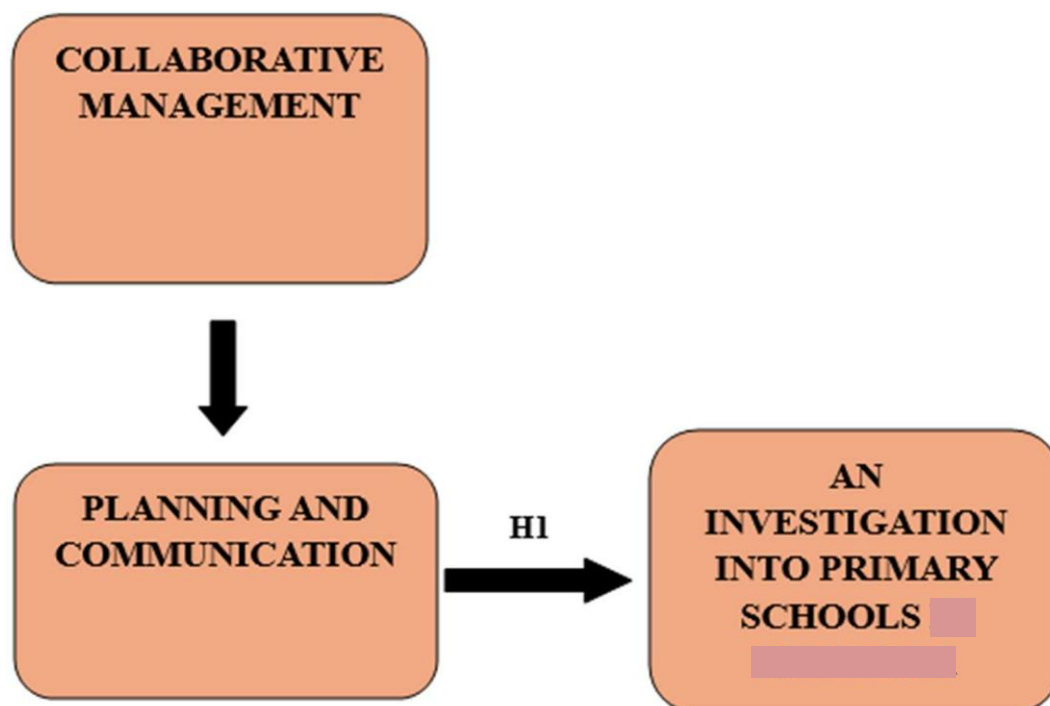
### 6.3 Data and Measurement:

The research relied heavily on data collected from a questionnaire survey. The survey included two parts: (A) a section asking participants to identify themselves according to their preferred method of contact (online and offline), and (B) a section asking them to rate various variables using a 5-point Likert scale. The bulk of the secondary material came from internet sources, however it was culled from a wide range of sources.

**6.4 Statistical Software:** The statistical analysis was conducted using SPSS 25 and MS-Excel.

**6.5 Statistical Tools:** To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

## 7. CONCEPTUAL FRAMEWORK



## 8. RESULT

### • Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections

are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .965

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

**Table 1: KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.965
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	3252.968
	<b>df</b>	190
	<b>Sig.</b>	.000

The general significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. The sample adequacy according to Kaiser-Meyer-Olkin is 0.965. Using Bartlett's sphericity test, the researchers found a p-value of 0.00. Because the result of Bartlett's sphericity test was significant, the researcher understands that the correlation matrix isn't a correlation matrix.

## ❖ INDEPENDENT VARIABLE

### • Collaborative Management

The term "collaborative management" refers to an approach to leadership that encourages all relevant parties to work together to address issues and make decisions. All the way down to the front-line personnel, there is a collective effort to achieve goals and solve challenges in this kind of company. Aiming to improve morale and output in the workplace, collaborative management brought together individuals with diverse viewpoints, experiences, and areas of competence. Encouraging team members to own their work and contribute to their success, improving the group's decision-making abilities, and sparking fresh ideas were the aims of this technique (Li et al., 2024).

## FACTOR

### • Planning And Communication

A well-thought-out strategy is necessary for effective school communication but getting there is no picnic. Relying on last year's strategy is insufficient. Crafting a pertinent and efficient strategy is difficult due to concerns with funding, technology, personnel, vendor relations, privacy, and accessibility. To help you engage your school community, researchers have created the School Communications Planning Guide. A school's communications strategy should adapt to new technology and channels of communication, reflecting the district's current practices and the preferences of parents. Schools should be ready to participate in any situation, even if it's only over lunch (Moffa, 2024).

### ❖ DEPENDENT VARIABLE

#### • An Investigation of Primary Schools

The purpose of this research is to provide a thorough analysis of primary schools by analysing the many factors that affect their efficiency and achievement. The purpose of this research was to get a better understanding of elementary schools and how they function by looking at important factors such educational quality, management methods, resource allocation, and difficulties encountered. Its secondary objective was to find out what these schools might do better. Investigating the effects of course content, teaching methods, and student participation on assessment outcomes. Learn the effects of different types of school leadership and administration on morale and achievement. A look at the relationship between academic success and the utilisation of various resources, including money, materials, and people. Taking stock of typical problems experienced by elementary schools and investigating possible remedies for such problems, such as a lack of funding and uneven teacher competence (Owan et al., 2022).

#### • Relationship Between planning & communication and An Investigation of Primary School:

Since its first offering approximately 43 years ago, communication courses have seen significant advancements. Numerous trailblazers in the field have since departed, either in search of greener pastures or to retire and enjoy life to the fullest. The next two and three generations of professors will carry on the tradition and lead the way. When researchers look at the history of communication studies and education, what do researchers see? And what do researchers envision for its future? Insights and potential future issues are presented in this study. Embark on a voyage that connects the past with the future. The original members of the communication departments have departed, and the current class, which includes former pupils, will take over from them. This company is once again making its mark in the field of communication (Verheijen-Tiemstra et al., 2024).

A Journey Through Communication: Past and Future go, making way for the next generation of professors to assume the role. In this chronological arrangement, there will be discrepancies. Currently, the leadership of the communication departments at the first batch of universities will be taken over by the third or fourth generation. On the other hand, the younger departments at other universities will continue to be led by the second generation, and the most recent universities are still taught by the first generation (Wang, 2024).

Since the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Planning & Communication and An Investigation of Primary Schools.

- *“H<sub>01</sub>: There is no significant relationship between Planning & Communication and An Investigation of Primary Schools.”*
- *“H<sub>1</sub>: There is a significant relationship between Planning & Communication and An Investigation of Primary Schools.”*

**Table 2: H<sub>1</sub> ANOVA Test**

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	315	4655.517	1068.759	.000
Within Groups	492.770	462	4.356		
Total	40081.390	777			

The results of this investigation will have a substantial impact. With a p-value of .000 (less than the .05 alpha level), the significance threshold is reached with an F-value of 1068.759. Thus, it follows that ***“H<sub>1</sub>: There is a significant relationship between Planning & Communication and An Investigation of Primary Schools”*** is accepted and the null hypothesis is rejected.

## 9. DISCUSSION

Several important findings and conclusions were drawn from the study of the link between collaborative management and the overall performance of primary schools. To start, elementary schools adopt a wide range of approaches to collaborative management. In general, school climates that promoted engagement from all parties involved—teachers, students, and parents—were friendlier and more welcoming. (Herbst & Susan, 2022). Consistent with other research, this study indicated that group projects may increase kids' feelings of belonging and school dedication. The extent to which various universities have used collaborative methodologies, however, varies noticeably. The second is that pupils' academic performance improves when they collaborate with their teachers. Academic achievement is higher in classrooms where students are encouraged to work in groups and reach agreement. For this, the researchers are grateful for more effective communication, a shared vision for education, and a sharper emphasis on students' needs. The premise that kids will benefit from instructors working together more effectively is supported by similar results from other situations. It has been shown that teachers report higher levels of work satisfaction when collaborative management approaches are used. Teachers' morale and productivity are both boosted by schools that place a premium on cooperation among educators. (Md & Hj, 2021) The results provide credence to the idea that schools may benefit from a more positive atmosphere and increased productivity if administrators prioritise the health and happiness of their faculty. The research suggests that elementary schools might benefit from a more cooperative approach to administration. Primary schools have the potential to enhance educational performance and provide more favourable learning environments by tackling the highlighted obstacles and capitalising on the development prospects. (Cooren & Francois, 2020)

## 10. CONCLUSION

Following are a few key takeaways from this study's analysis of how collaborative management impacts the overall performance of primary schools. Key indicators of educational performance, including student achievement and teacher happiness, were both positively affected by collaborative management practices, the research found. Such approaches include, for instance, actively involving stakeholders and having them participate in decision-making. Both the school environment and students' academic achievement may be enhanced via the effective use of collaborative management strategies in educational institutions. This lends credence to the idea that by encouraging more participation and involvement from every member of the school community, collaborative methods may boost organisational success. Although collaborative management approaches have numerous advantages, the research also



points out certain disadvantages, such as opposition to change and insufficient resources. In order to maximise the benefits of collaborative management and achieve long-term gains in student performance, it is essential to address these challenges. Lastly, primary schools may greatly benefit from fostering and encouraging collaborative management in order to enhance educational results and establish a more peaceful and productive learning atmosphere. Improving the integration of collaborative management practices into educational settings should be the focus of future research and policy initiatives. The highlighted hurdles should be addressed.

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