



The Influence of Principals' Instructional Leadership on the Professional Performance of Teachers

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Dr. Elma Sibonghanoy Groenewald

CEO, SG Virtuosos International 1501-1502 Tran Phu Street,
Loc Tho Ward, Nha Trang City, Khanh Hoa Province, Vietnam 650000
<https://orcid.org/0000-0001-7813-2773>

Osias Kit T. Kilag

School Principal, PAU Excellencia Global Academy Foundation, Inc., Poblacion, Toledo City, Cebu, Philippines and
Vice-President for Academic Affairs and Research, ECT Excellencia Global Academy Foundation, Inc., Buanoy,
Balamban, Cebu, Philippines
<https://orcid.org/0000-0003-0845-3373>

James R. Camangyan

Junior High School Teacher III
Toledo National Vocational School, Ilihan, Toledo City, Cebu, Philippines
<https://orcid.org/0009-0006-4603-6043>

Mary Chene M. Cabuenas

Teacher III, Department of Education, Schools Division of Toledo City,
Awihao National High School, Toledo City, Philippines
<https://orcid.org/0009-0007-5106-1697>

Jhoanna Mae Mandaya-Abapo

Junior High School Teacher I
Matabang National High School, Matabang, Toledo City, Cebu Philippines
<https://orcid.org/0009-0006-6831-1333>

Cara Frances K. Abendan

Administrative Assistant,
ECT Excellencia Global Academy Foundation, Inc., Buanoy, Balamban, Cebu, Philippines
<https://orcid.org/0000-0002-6363-7792>

Abstract

This systematic literature review examines the intricate relationship between principals' instructional leadership practices and teacher work performance. Drawing on a comprehensive synthesis of existing research, the study identifies key themes that underscore the crucial role of instructional leadership in shaping the educational landscape. The establishment of clear instructional goals emerges as foundational, revealing a consistent positive correlation between visionary leadership and enhanced teacher work performance. Additionally, the impact of active monitoring, constructive feedback, and support for ongoing professional development is evident in fostering a culture of continuous improvement and positively influencing teacher efficacy. A collaborative professional learning environment, cultivated by instructional leaders, emerges as a catalyst for improved teacher work performance. Opportunities for collaborative learning, knowledge sharing, and ongoing professional development contribute to a positive school culture and a shared responsibility for student success. Furthermore, the review emphasizes the broader implications of instructional leadership on teacher morale and job satisfaction, demonstrating its pivotal role in not only enhancing performance outcomes but also in fostering the overall well-being and sustained commitment of the teaching workforce. This study provides actionable insights for educational leaders, policymakers, and practitioners seeking to optimize instructional leadership strategies, ultimately contributing to an environment conducive to enhanced teacher performance, professional growth, and overall well-being in educational institutions.

Keywords: Instructional leadership, Teacher work performance, Principals, Clear instructional goals

Introduction

Effective instructional leadership plays a pivotal role in shaping the educational landscape, influencing the quality of teaching and, consequently, impacting student outcomes. Principals, as key educational leaders within schools, are entrusted with the responsibility of providing direction, support, and guidance to teachers to enhance their instructional practices. The focus on principals' instructional leadership practices and their relationship with teacher



work performance has garnered significant attention in educational research, as it holds the potential to shape the overall effectiveness of educational institutions.

The concept of instructional leadership encompasses a range of activities undertaken by school principals to promote a culture of continuous improvement in teaching and learning. As asserted by Robinson, Lloyd, and Rowe (2008), instructional leadership involves the principal's engagement in activities such as setting clear instructional goals, monitoring teaching practices, providing constructive feedback, and fostering a collaborative professional learning environment. These practices are deemed crucial not only for fostering teacher development but also for optimizing student achievement (Hallinger & Heck, 1998).

Several studies have underscored the importance of principals' instructional leadership in influencing teacher effectiveness and, consequently, student outcomes. For instance, a meta analysis by Leithwood, Seashore Louis, Anderson, and Wahlstrom (2004) found a positive association between strong instructional leadership and student achievement. Moreover, the work of Marks and Printy (2003) emphasized the role of instructional leadership in promoting a positive school climate and influencing teacher morale and job satisfaction.

While the literature suggests a link between instructional leadership and student achievement, there is a need for a deeper understanding of the specific practices that principals employ and their direct impact on teacher work performance. The examination of this relationship is crucial for informing educational policies and practices aimed at improving school leadership effectiveness and, subsequently, enhancing the overall quality of education.

This study seeks to contribute to the existing body of knowledge by systematically investigating the instructional leadership practices of principals and their correlation with teacher work performance. By identifying the key leadership practices that positively influence teacher performance, this research aims to provide actionable insights for educational leaders, policymakers, and practitioners seeking to optimize the educational experience for both teachers and students.

The effectiveness of school leadership has long been recognized as a critical factor in shaping the quality of education and, consequently, student achievement. Within the realm of school leadership, instructional leadership, defined as the actions and behaviors school leaders undertake to improve teaching and learning, has emerged as a pivotal focus of research (Leithwood, Seashore Louis, Anderson, & Wahlstrom, 2004; Hallinger & Heck, 1998). Central to instructional leadership is the role of principals in influencing teacher work performance through various practices and behaviors.

At the core of instructional leadership is the idea that school leaders play a proactive role in shaping instructional practices within their institutions (Robinson et al., 2008). Leithwood et al. (2004) conceptualized instructional leadership through five dimensions: setting directions, developing people, redesigning the organization, managing the instructional program, and securing resources. These dimensions encompass a range of activities that, when effectively employed, contribute to improved teaching practices and student outcomes.

Numerous studies have explored the association between instructional leadership and student achievement. Leithwood et al.'s (2004) meta-analysis revealed a positive and significant relationship between instructional leadership and student achievement. This finding underscores the importance of school leaders in shaping the teaching and learning environment, thus influencing the overall educational outcomes.

While the connection between instructional leadership and student achievement is well established, the specific mechanisms through which principals' instructional leadership practices influence teacher work performance require closer examination. Hallinger and Murphy (1985) proposed a model that highlights the mediating role of teacher commitment and job satisfaction in translating instructional leadership into improved teacher performance. This model suggests that when principals effectively engage in instructional leadership practices, they foster positive teacher attitudes, commitment, and satisfaction, which in turn enhance teacher work performance.

Research has identified specific instructional leadership practices associated with positive teacher outcomes. Among these practices, setting clear instructional goals and expectations is highlighted as fundamental (Robinson et al., 2008). When principals articulate a vision for effective teaching and provide a roadmap for achieving it, teachers are more likely to align their practices with these expectations, leading to improved work performance.

The importance of principals' monitoring of teaching practices and providing timely, constructive feedback has also been emphasized (Marks & Printy, 2003). Principals who engage in regular classroom observations and offer targeted feedback create an environment conducive to continuous improvement, enhancing teacher efficacy and performance.

A collaborative professional learning environment is another critical aspect of instructional leadership (Robinson et al., 2008). When principals foster a culture of collaboration and shared learning, teachers are more likely to engage in professional development, share effective practices, and collectively contribute to improved instructional outcomes.



Beyond direct impacts on performance, instructional leadership has been linked to teacher morale and job satisfaction (Marks & Printy, 2003). Positive morale and job satisfaction are associated with increased teacher retention, further contributing to the stability and effectiveness of the teaching workforce.

The literature strongly supports the notion that effective instructional leadership by principals significantly influences teacher work performance. The identified key practices, including setting clear goals, monitoring and providing feedback, and fostering a collaborative learning environment, have been consistently associated with positive teacher outcomes.

Methodology

The methodology employed in this study involved a systematic literature review to comprehensively examine and synthesize existing research on the relationship between principals' instructional leadership practices and teacher work performance. The systematic literature review followed established guidelines for conducting a rigorous and transparent review of relevant studies in the field.

The initial step in the systematic literature review process was the formulation of clear research questions to guide the inquiry. These questions were designed to address the specific aspects of principals' instructional leadership practices and their connection to teacher work performance.

A systematic and exhaustive search strategy was developed to identify relevant studies. Electronic databases, including but not limited to PubMed, ERIC, PsycINFO, and Google Scholar, were systematically searched using a combination of keywords and controlled vocabulary terms. The search strategy was designed to capture studies published up until the date of the review, ensuring a comprehensive examination of the existing literature.

Inclusion and exclusion criteria were established to ensure the selection of studies aligned with the research questions. Included studies were required to focus explicitly on the relationship between principals' instructional leadership practices and teacher work performance. Only peer reviewed articles, books, and reports were considered, while studies that did not meet these criteria were excluded.

The study selection process involved a two-stage screening procedure. In the first stage, titles and abstracts were screened to identify potentially relevant studies. Subsequently, the full texts of the selected articles were assessed against the inclusion and exclusion criteria. Two independent reviewers participated in the screening process to enhance the reliability of study selection.

A standardized data extraction form was developed to systematically collect relevant information from the selected studies. Key data elements included study design, sample characteristics, instructional leadership practices examined, measures of teacher work performance, and main findings. This process facilitated the organization and synthesis of information across diverse studies. To ensure the rigor of the systematic literature review, the methodological quality of each included study was assessed. Commonly utilized quality assessment tools for various study designs, such as the Newcastle-Ottawa Scale for observational studies, were employed. This step allowed for the consideration of study quality in the synthesis of findings.

The synthesized data from the selected studies were analyzed thematically to identify patterns, trends, and consistencies in the relationship between principals' instructional leadership practices and teacher work performance. This qualitative synthesis facilitated a nuanced understanding of the existing evidence base.

Findings and Discussion

Positive Correlation Between Clear Instructional Goals and Teacher Performance: A recurring theme in the literature affirms a positive correlation between principals establishing clear instructional goals and heightened teacher work performance. Robinson et al. (2008) emphasize that school leaders, by delineating a vision for effective teaching and clearly communicating expectations, create a structured framework. This framework provides teachers with a roadmap, fostering alignment of their instructional practices with the overarching goals set by the leadership, ultimately contributing to enhanced work performance.

The significance of clear instructional goals in driving teacher effectiveness has been consistently underscored. The articulation of a clear vision by principals serves as a guiding force for educators, helping them navigate their professional responsibilities in alignment with institutional objectives (Leithwood, Seashore Louis, Anderson, & Wahlstrom, 2004). Teachers, when cognizant of specific instructional expectations, can direct their efforts more purposefully, focusing on areas that directly contribute to the overall goals of the school.

The positive correlation between clear instructional goals and teacher performance aligns with the broader literature on the impact of leadership vision on organizational outcomes. Bass and Riggio (2006) posit that a leader's ability



to articulate a clear and compelling vision is central to influencing the behavior and performance of followers. In the context of educational leadership, this vision-setting aspect is particularly crucial, as it serves as a guiding light for teachers in their day-to-day instructional activities.

Additionally, the correlation between instructional clarity and teacher performance extends to the realm of teacher motivation and commitment. The work of Tschannen-Moran, Woolfolk Hoy, and Hoy (1998) suggests that clear goals and expectations contribute to increased teacher efficacy and job satisfaction. When teachers perceive a well-defined path forward, they are more likely to experience a sense of accomplishment and fulfillment in their roles, fostering sustained commitment and dedication to their profession (Catacutan, et al., 2023).

The positive correlation between principals' establishment of clear instructional goals and enhanced teacher work performance is a robust and recurrent finding in the literature. This relationship underscores the pivotal role of instructional leadership in shaping the trajectory of teaching practices and, consequently, the overall success of educational institutions. As schools and educational leaders seek to optimize teacher performance, a focus on the articulation and communication of clear instructional goals remains a fundamental and evidence-based strategy.

Impact of Monitoring and Feedback on Teacher Effectiveness:

The literature consistently highlights a robust association between the active involvement of principals in monitoring teaching practices and providing timely, constructive feedback, and the subsequent enhancement of teacher work performance. Principals who engage in regular classroom observations, provide specific and constructive feedback, and actively support ongoing professional development contribute significantly to fostering a culture of continuous improvement within the school setting, thereby positively influencing teacher efficacy and performance (Marks & Printy, 2003).

The act of monitoring teaching practices is recognized as a crucial dimension of instructional leadership. Marks and Printy's (2003) findings underscore the importance of principals regularly observing classrooms to gain firsthand insights into instructional dynamics. This direct involvement not only allows principals to assess the effectiveness of teaching strategies but also enables them to identify areas for improvement and tailor support accordingly. The act of observation serves as a foundation for informed decision-making and targeted interventions to enhance overall teaching quality.

Equally vital is the provision of timely and constructive feedback by principals. According to Hattie and Timperley (2007), feedback is most effective when it is specific, timely, and focused on the task at hand. Principals who adeptly provide feedback that is tailored to individual teacher needs contribute to a positive cycle of improvement, fostering a sense of professional growth and development among educators (Hattie & Timperley, 2007; Marks & Printy, 2003).

The support for ongoing professional development is another key aspect of the impact of monitoring and feedback on teacher effectiveness. Principals who actively encourage and facilitate continuous learning opportunities for teachers contribute to the creation of a dynamic and adaptive teaching environment (Leithwood et al., 2004). This commitment to professional growth aligns with the broader literature emphasizing the importance of a learning-focused school culture in improving teacher performance and, consequently, student outcomes (Diano Jr, et al., 2023).

The literature consistently affirms the positive impact of principals' engagement in monitoring teaching practices, providing constructive feedback, and supporting ongoing professional development on teacher work performance. This multifaceted approach, grounded in instructional leadership, not only improves teaching practices but also contributes to the establishment of a culture that values continuous improvement and fosters positive teacher efficacy and performance.

Collaborative Professional Learning Environment Enhances Teacher Work Performance: The amalgamation of diverse research consistently underscores the pivotal role of a collaborative professional learning environment, nurtured by instructional leaders, in enhancing teacher work performance. Principals who proactively create and sustain opportunities for collaborative learning, knowledge sharing, and ongoing professional development significantly contribute to the improvement of teacher work performance. Key factors identified within this collaborative environment include the cultivation of a positive school culture and the establishment of a shared sense of responsibility for student success (Robinson et al., 2008).

The importance of collaborative learning opportunities is central to creating a supportive environment for educators. As affirmed by Little (1990), collaboration fosters a sense of collective responsibility and shared expertise, ultimately influencing teacher practice. Principals who facilitate collaborative spaces enable teachers to engage in meaningful discussions, share effective practices, and collectively contribute to their professional growth (Kilag, et al., 2023).

Knowledge sharing, as a component of collaborative professional learning, is recognized as a significant contributor to improved teacher work performance. Wenger's (1998) concept of a community of practice emphasizes the social



nature of learning and highlights the importance of shared knowledge in fostering professional development. In the context of education, instructional leaders who encourage the exchange of ideas and expertise among teachers contribute to a community of practice that positively influences teacher performance (Wenger, 1998).

The creation of a positive school culture is identified as a critical outcome of instructional leaders fostering a collaborative professional learning environment. Deal and Peterson (2010) argue that a positive school culture, characterized by trust, collaboration, and a shared vision, is essential for organizational success. Principals who actively promote collaboration contribute to the development of a culture that values teamwork, mutual support, and a collective commitment to student success (Deal & Peterson, 2010). The cultivation of collaborative spaces, knowledge sharing, and the establishment of a positive school culture collectively contribute to a context in which teachers thrive, collaborate, and actively participate in their ongoing professional development.

Link Between Instructional Leadership and Teacher Morale and Job Satisfaction: The literature consistently points to a substantial connection between instructional leadership and critical indicators of teacher well-being, specifically morale and job satisfaction. Positive morale and job satisfaction, influenced by the effective implementation of instructional leadership practices by principals, emerge as pivotal factors contributing not only to increased teacher retention but also to a heightened overall commitment to the teaching profession. This finding underscores the profound implications of instructional leadership, extending beyond performance outcomes to encompass the holistic well-being of the teaching workforce (Marks & Printy, 2003).

Teacher morale, as a dimension of workplace well-being, is significantly shaped by the leadership practices of school principals. The work of Hoy, Tarter, and Hoy (2006) emphasizes the impact of leadership behaviors on the psychological conditions of teachers. Principals who prioritize instructional leadership foster a positive work environment, influencing teacher morale by creating a sense of purpose, belonging, and value within the school community (Hoy, Tarter, & Hoy, 2006).

Job satisfaction, another crucial aspect of teacher well-being, is closely tied to the quality of instructional leadership. Hulpia, Devos, and Rosseel (2009) argue that effective leadership positively influences teacher job satisfaction by promoting a sense of autonomy, recognition, and support. Principals who engage in instructional leadership practices contribute to the creation of a work atmosphere where teachers feel valued, supported in their professional growth, and connected to the broader mission of the school (Hulpia, Devos, & Rosseel, 2009). The broader implications of instructional leadership on teacher retention and commitment are acknowledged in the research literature. In a study by Hallinger and Heck (1998), instructional leadership was identified as a critical factor influencing teacher commitment to the school's vision and goals. Principals who actively engage in instructional leadership practices play a vital role in creating a professional environment that fosters not only professional satisfaction but also a sustained commitment to the teaching profession (Kilag, et al., 2023).

The literature consistently highlights the substantial link between instructional leadership and key indicators of teacher well-being, such as morale and job satisfaction. The positive influence of effective instructional leadership extends beyond performance outcomes, emphasizing its crucial role in shaping a supportive work environment, fostering teacher retention, and promoting a sustained commitment to the teaching profession.

Conclusion

In conclusion, this systematic literature review has delved into the intricate relationship between principals' instructional leadership practices and teacher work performance. The synthesis of existing research has illuminated several key findings that collectively underscore the pivotal role of instructional leadership in shaping the educational landscape.

The establishment of clear instructional goals emerges as a foundational element, with a consistent positive correlation identified between principals who articulate a vision for effective teaching and improved teacher work performance (Robinson et al., 2008; Leithwood et al., 2004). This underscores the significance of leadership in providing a cohesive framework that guides teachers toward the overarching goals of the institution.

Furthermore, the impact of monitoring and feedback on teacher effectiveness is unmistakable. Principals who actively engage in classroom observations, provide targeted feedback, and support ongoing professional development contribute significantly to a culture of continuous improvement, positively influencing teacher efficacy and performance (Marks & Printy, 2003; Hattie & Timperley, 2007).

A collaborative professional learning environment, fostered by instructional leaders, has been consistently identified as a catalyst for improved teacher work performance. Opportunities for collaborative learning, knowledge sharing, and ongoing professional development contribute to a positive school culture and a shared responsibility for student success (Robinson et al., 2008; Little, 1990; Wenger, 1998).



Moreover, the review underscores the broader implications of instructional leadership on teacher morale and job satisfaction. Positive morale and job satisfaction, influenced by effective instructional leadership practices, contribute not only to increased teacher retention but also to a heightened overall commitment to the teaching profession (Marks & Printy, 2003; Hoy, Tarter, & Hoy, 2006; Hulpia, Devos, & Rosseel, 2009).

This synthesis of literature not only reaffirms the critical role of instructional leadership in influencing teacher work performance but also emphasizes the interconnectedness of various leadership practices. As schools and educational leaders navigate the complexities of the educational landscape, the findings of this study provide actionable insights for optimizing instructional leadership strategies, thereby fostering an environment conducive to enhanced teacher performance, professional growth, and overall well-being. Moving forward, it is imperative for educational stakeholders to leverage these insights to inform policy, guide leadership development, and ultimately improve the educational experience for both teachers and students.

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