

Fostering Distributed Leadership Practices in a Teachers College: Innovative Approach for Increasing Teacher Organizational Commitment

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ABSTRACT

Distributed leadership has been hailed as an innovative approach to enhancing teacher organizational commitment by empowering teachers. However, there is little empirical evidence to elucidate this in the Kenyan context. This study explored how teacher organizational commitment is enhanced through distributed leadership practices in a public teachers' college in Kenya. The study employed a qualitative case study design to seek in depth understanding of how distributed leadership practices are enacted, thereby increasing teacher engagement and commitment in a teachers college. Data were collected through one-on-one interviews, observation and document analysis. The study participants included the college principal, the Deans of Curriculum, two Heads of Departments, two Heads of Subjects and two teachers without formal leadership roles. Findings indicated that teachers were engaged in college leadership through participative decision making, co-ordinating the teaching practice, leading the examinations processes and facilitating and engagement in professional development. Findings established that formal institutional structures and systems play a significant part in distributing leadership to teachers. Given this significance, it would be imperative for all college stakeholders to be sensitized on the need to foster trust, openness and appreciation of the contribution of all members in order to foster teacher commitment, motivation and effectiveness. It is also important that time is set aside for all teachers to meet, at least once in term, to collectively reflect on their professional practice, students' achievement and set targets for future undertakings. Besides, teacher training programmes should prepare teachers who have requisite interpersonal skills to work in school environments where leadership is distributed.

Key words: Distributed Leadership, Institutional Systems, Organizational commitment, ,

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