# A CRITICAL ANALYSIS OF THE LEARNING CULTURE OF RESILIENT SCHOOLS WITHIN RURAL COMMUNITIES IN MPUMALANGA

by

## MATHOKOZA JAMES DLAMINI

Submitted in fulfilment of the requirements for the degree of

MASTER OF EDUCATION

in the subject

**EDUCATION MANAGEMENT** 

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: DR M P VAN NIEKERK

**JUNE 2004** 

## **DECLARATION**

Student number

3203-943-3

I declare that **A critical analysis of the learning culture of resilient schools within rural communities in Mpumalanga** is my own work and that all the resources that I have used or quoted have been indicated and acknowledged by means of complete references.

	07 January 2005
SIGNATURE	DATE
(MR M.I.DLAMINI	T)

## **DEDICATION**

This work is dedicated to my wife, Doris Siphiwe Dlamini, Lindi Carol Mandy Dlamini, Terence Musa Dlamini and to my late mother, Sophlinah Dlamini who always encouraged me to enhance my studies.

#### ACKNOWLEDGEMENTS

- I wish to express my sincere gratitude and appreciation to:
- My supervisor, DR MP VAN NIEKERK, for her guidance and support during the course of this study. Without her unstinting support and guidance I would not have completed this study.
- Prof N VAN WYK for her support in a form of handouts
- Prof EM Lemmer for editing and checking language usage of the draft.
- The circuit manager in Mpuluzi circuit who granted me permission to conduct research in the circuit.
- The principals in Mpuluzi circuit in Eerstehoek District who gave me permission to interview some educators, learners and members of the School Governing Body in their schools.
- The principals, educators, learners and parents who participated in this study.
- My father, Ephraim Dlamini, my sisters, Julia Dolly Dlamini, Nomvula Sanah
  Dlamini and my brothers, Joseph Veli Dlamini, Simon Boy Dlamini and Daniel
  Mafika Dlamini and my mother-in-law, Martha Mavis Maseko, Melusi Sicelo
  Maseko for their support and encouragement.
- My wife, Doris Siphiwe Dlamini and children Lindi Carol Mandy Dlamini and Terence Musa Dlamini for their support.
- Lastly, but most important, My Creator, the Almighty, for helping me during the course of this study.

**ABSTRACT** 

The purpose of this study was to investigate those aspects of resilient schools which are

particularly beneficial for schools within rural communities in Mpumalanga. The study

was done in two phases: a literature review focussing on the culture of learning of

resilient schools and an empirical investigation focussing on the culture of learning of

resilient schools within rural communities in Mpumalanga. Two secondary schools were

selected according to criteria of resiliency. The study involved qualitative approaches, in-

depth observations and interviews with key informants: principals, teachers, learners and

members of the school governing bodies.

The data demonstrate that there is no distinctive aspect of the culture of learning of

resilient schools because all aspects are interrelated and interdependent. This study

discovered that the most effective aspect, which benefits the culture of teaching and

learning in resilient schools, was the involvement of all stakeholders.

**KEY TERMS** 

SGB: School governing body

SASA: South African Schools Act

SBM: School-based management

SMT: School Management Team

MDE: Mpumalanga Department of Education

LRC: Learners Representative Council

Self-managing schools

PFMA: Public Finance Management Act

iv

# TABLE OF CONTENTS

	Content	Page
	CHAPTER 1	1
CONT	TEXTUALISATION OF THE STUDY	
1.1 IN	TRODUCTION	1
1.2 TH	HE RESEARCH PROBLEM	1
1.2.1	BACKGROUND TO THE PROBLEM	1
1.2.2	AWARENESS OF THE PROBLEM	4
1.2.3	STATEMENT OF THEPROBLEM	5
1.3 Al	IMS OF THE INVESTIGATION	5
1.4 RI	ESEARCH DESIGN AND METHODS OF THIS STUDY	6
1.4.1	Planning	7
1.4.2	Beginning data collection	8
1.4.3	Basic data collection	8
1.4.4	Closing data collection	8
1.4.5	Completion	8
1.5 D	EMARCATION OF THE STUDY	9
1.6 D	DEFINITION OF CONCEPTS	9
1.6.1	Learning culture	9
1.6.2	School culture	9
1.6.3	Resiliency	10
1.6.4	Resilient school	10
1.6.5	Resilient learner	10
1.6.6	Self-managing school	10
1.6.7	Rural schools	11
1.6.8	Rural communities	11
1.7 T	HE RESEARCH PROGRAMME	12
1.8 LI	MITATION OF THE STUDY	13
1.9 CO	ONCLUSION	13-14

CHAPTER 2	15
A LITERATURE REVIEW OF THE LEARNING CULTURE OF RESILIENT	
SCHOOLS FROM A MANAGERIAL PERSPECTIVE AND THE SOUTH AFRICAN	
SCHOOLING FROM A RESILIENT PERSPECTIVE	
2.1 INTRODUCTION	15
2.2 THEORETICAL FRAMEWORK FOR UNDERSTANDING RESILIENT SCHOOLS	16
2.3 SELF-MANAGING SCHOOLS IN SOUTH AFRICA FROM A RESILIENT	17
PERSPECTIVE	
2.4 LEADERSHIP, MANAGEMENT AND GOVERNANCE	19
2.4.1 LEADERSHIP AND MANAGEMENT STYLES	20
2.4.1.1 Autocratic leadership	20
2.4.1.2 Democratic leadership	21
2.4.1.3 Eclectic leadership	23
2.4.1.4 Transactional leadership	23
2.4.1.5 Laissez faire	24
2.4.2 THE QUALITIES OF GOOD LEADERS	24
2.5 ACCOUNTABILITY	25
2.6 ORGANISATIONAL ASPECTS OF RESILIENT SCHOOL	26
2.6.1 Governance	26
2.6.1.1 School governing body	27
2.6.1.2 School policies	27
2.6.1.3 Communication within the school	28
2.6.1.4 Governance and community relationships	29
2.6.1.5 Resilient principals promote parental involvement	29
2.6.2 Management	30
2.6.2.1 Managing discipline	31
2.6.2.2 Managing facilities and resources	31
2.6.2.3 Managing school finances	32
2.6.2.4 The school management team	32

2.7 THE SOUTH AFRICAN PERSPECTIVE OF RESILIENT SCHOOLING	33
2.7.1 INTRODUCTION	33
2.7.2 CHARACTERISTICS OF THE RESILIENT SCHOOLING	33
2.7.2.1 A sense of responsibility	33
2.7.2.2 Good leadership and governance	33
2.7.2.3 A clear focus on teaching and learning	34
2.7.2.4 A safe and decent environment	34
2.7.2.5 Clear lines of authority and discipline	35
2.8. CHARACTERISTICS OF A RESILIENT LEARNER	35
2.8.1 Social competence	36
2.8.2 Problem-solving skills	36
2.8.3 A sense of autonomy	37
2.8.4 A sense of purpose and future	37
2.9 THE RESILIENCY-BUILDING STRATEGIES	38
2.9.1 Providing a caring and supportive environment	38
2.9.2 Setting and communicating high and clear expectations	39
2.9.3 Providing opportunities for meaningful participation	39
2.9.4 Increasing bonding to enhance ownership	40
2.9.5 Teaching life skills	40
2.9.6 Setting clear and consistent boundaries	41
2.10 BARRIERS TO A LEARNING CULTURE IN RESILIENT SCHOOLS	41
2.10.1 SOCIO-ECONOMIC CONTEXT	41
2.10.1.1 Social problems	41
2.10.1.2 Sexual abuse	41
2.10.1.3 Physical abuse	42
2.10.1.4 Emotional abuse	42
2.10.1.5 Lack of transport for learners	42
2.10.1.6 Low economic status of household	43
2.10 1.7 Teenage pregnancy	44
2.11 CONCLUSION	44-45

CHAPTER 3	46
CONTEXTUAL REALITIES OF SCHOOLING IN MPUMALANGA	
3.1 INTRODUCTION	46
3.2 SCHOOL-BASED MANAGEMENT AND LEADERSHIP IN MPUMALANGA	47
3.2.1 Background to self-managing schools with reference to South Africa	47
3.2.2 The role of education department	48
3.2.3 Management and leadership in Mpumalanga rural schools	48
3.3 FUNCTIONING OF THE SCHOOL GOVERNING BODY	50
3.4 ADMISSION OF LEARNERS	51
3.5 PROVISIONING OF SCHOOL FACILITIES AND RESOURCES	52
3.6 LEARNER-TEACHER AND LEARNER CLASSROOM RATIOS	55
3.7 LACK OF TRANSPORT FOR LEARNERS	55
3.8 THE CULTURE OF LEARNING AND TEACHING	56
3.9 LEARNERS ACADEMIC ACHIEVEMENTS	56
3.9.1 The matriculation results of previous years	56
3.10 TEACHER QUALIFICATIONS LINKED TO SUBJCTS	58
3.11 PARENTS' LEVEL OF EDUCATION	59
3.12 DISCIPLINE, SAFETY AND LEARNING ATMOSPHERE	60
3.13 ASSISTANCE FROM THE DEPARTMENT	62
3.14 CONCLUSION	64
CHAPTER 4	65
RESEARCH DESIGN AND METHODS	
4.1 INTRODUCTION	65
4.2 CONTEXT OF STUDY	65
4.3 QUALITATIVE RESEARCH	67
4.3.1 The choice of qualitative research for this study	67
4.3.1.1 The researcher works in natural settings and tries to understand people from their	67
own frame of reference	
4.3.1.2 The researcher is the key instrument	68
4.3.1.3 Qualitative research aims to study the behaviour holistically	68

4.3.1.4 Qualitative research is descriptive	69
4.3.1.5 Small samples are used	69
4.3.1.6 Qualitative researcher is concerned with process rather than outcomes	69
4.3.1.7 Qualitative researcher analyses the data inductively	69
4.4 DATA COLLECTION STRATEGIES	70
4.4.1 Observation	70
4.4.2 Questionnaires	71
4.4.3 Interviews	71
4.4.3.1 Semi-structured interview	72
4.4.3.2 Focus group interview	72
4.5 STATEMENT OF SUBJECTIVITY	73
4.5.1 Status	73
4.5.2 Language	74
4.6 DESIGN OF THIS STUDY	74
4.6.1 Background to this study	74
4.6.2 Selection of schools and negotiation of access	75
4.6.2.1 School A	76
4.6.2.2 School B	77
4.7 SELECTION OF PARTICIPANTS	77
4.8 DATA GATHERING	78
4.8.1 Observation in schools	78
4.8.2 Interviews	78
4.8.2.1 Interviews with teachers	79
4.8.2.2 Interviews with principals	79
4.8.2.3 Interviews with parents	79
4.8.2.4 Interviews with learners	80
4.9 DATA ANALYSIS	80
4.10 VALIDITY AND RELIABILITY	82
4.10.1 Triangulation of methods	83
4.12 LIMITATIONS TO THIS STUDY	84
4.13 CONCLUSION	84

CHAPTER 5	85
PRESENTATION AND DISCUSSION OF DATA	
5.1 INTRODUCTION	85
5.2 SELECTED SCHOOLS AND COMMUNITY BACKGROUND	85
5.3 CHARACTERISTICS OF PARTICIPANTS	87
5.3.1 Biographical information of participants	87
5.4 OBSERVATIONS AT THE TWO SELECTED SECONDARY SCHOOLS	88
5.4.1 School A	88
5.4.2 School B	90
5.5 DATA FROM INTERVIEWS	92
5.5.1 Categorising data from interviews	92
5.6 RESEARCH FINDINGS	92
5.6.1 THE CULTURE OF TEACHING AND LEARNING	92
5.6.1.1 Teachers and learners committed to teaching and learning	92
5.6.1.2 Effective teaching in spite of the lack of facilities and resources	95
5.6.1.3 A safe and decent environment for teaching and learning	97
5.6.2 LEADERSHIP	99
5.6.2.1 Learners, teachers and parents are reflecting a sense of accountability	99
5.6.2.2 Setting high expectations encourages learners to be responsible for their studies	101
5.6.3 ORGANISATIONAL ASPECTS OF THE SCHOOL	103
5.6.3.1 School policies have contributed to effective management of discipline and learning	103
culture	
5.6.3.2 Sound relationship among teachers and learners	104
5.6.4 MANAGEMENT FACTORS	105
5.6.4.1 The management styles of principals	105
5.6.4.2 Managing discipline	107
5.6.4.3 Managing facilities and resources	109
5.6.4.4 Financial management	111
5.6.5 GOVERNANCE FACTORS	113
5.6.5.1 Effective functioning of the school governing body despite rural hardships	113

5.6.5.2 Sound relationship between the school and community	116
5.6.5.3 Communication between the school and the parents	118
5.6.5.4 Parental involvement	119
5.7 BARRIERS TO THE FUNCTIONING OF THE RESILIENT SCHOOLS	120
5.7.1 PROBLEMS ENCOUNTERED WITH REGARD TO PHYSICAL	120
INFRASTRUCTURE	
5.7.1.1 Lack of facilities and resources	120
5.7.2 MANAGEMENT PROBLEMS	121
5.7.2.1 Late-coming and absenteeism	121
5.7.2.2 Problems encountered with regard to teaching and learning	122
5.7.3 PROBLEMS RELATED TO GOVERNANCE	122
5.7.3.1 Parents not supportive and active in school matters	122
5.7.3.2 Learners not actively involved in the school governing body	123
5.7.3.3 Parents serving on the school governing body are unable to carry out certain	123
functions effectively	
5.7.4 SOCIO-ECONOMIC CONTEXT	124
5.7.4.1 Children do not live with their parents	124
5.7.4.2 Lack of transport for learners	124
5.7.4.3 Teenage pregnancy	125
5.7.4.4 Teacher qualifications not appropriate for a secondary school	125
5.8 CONCLUSION	126
CHAPTER 6	127
SUMMARY, CONCLUSION AND RECOMMENDATIONS	
6.1 INTRODUCTION	127
6.2 SUMMARIES OF CHAPTERS	128
6.3 SUMMARY OF THE STUDY	130
6.4 SUMMARY OF FINDINGS	132
6.4.1 Summary of findings from literature	132
6.4.2 The important findings from the empirical study	133
6.5 CONCLUSIONS	136

6.6 SYNTHESIS OF FINDINGS AND RECOMMMENDATIONS	138
6.6.1 Teaching and learning	138
6.6.1.1 Teachers and learners committed to teaching and learning respectively	138
6.6.1.2 Effective learning in spite of the lack of facilities and resources	140
6.6.1.3 A safe and decent environment for teaching and learning	141
6.6.2 Leadership	142
6.6.2.1 Learners, teachers and parents are reflecting a sense of accountability	142
6.6.2.2 Setting high expectations encourages learners to be responsible for their studies	143
6.6.3 Organisational aspects of the school	144
6.6.3.1 School policies contribute to effective management of discipline and learning	144
culture	
6.6.3.2 Sound relationship among teachers and learners	145
6.6.4 Management factors	145
6.6.4.1 The management styles of principals	145
6.6.4.2 Management of facilities and resources	146
6.6.4.3 Financial management	146
6.6.5 Governance factors	147
6.6.5.1 Effective functioning of the school governing body despite rural hardships	147
6.6.5.2 Sound relationship between the school and community	148
6.6.5.3 Parental involvement	148
6.7 LIMITATIONS OF THE STUDY	149
6.8 CONCLUSION	150
6.9 RECOMMENDATIONS FOR FURTHER STUDY	151
BIBLIOGRAPHY	152

120

# **APPENDIX A**: Map showing the Eerstehoek magisterial District

# **APPENDIX B:** Map showing the demarcation of the region

# **APPENDIX C**: Leading and managing :Categorising data from interviews

## **APPENDIX D: Interviews**

- Interviews with principals
- Interviews with teachers
- Interviews with learners
- Interviews with parents

## **APPENDIX E: Access to schools**

- Request for collecting data in schools
- Permission to collect data in the Mpuluzi circuit

# LIST OF TABLES

Table 3.1: Indicators for facilities in Mpumalanga ana RSA	53
Table 3.2: School facilities planned for 2003 financial year	54
Table 3.3: Comparison of examination results:1994-2000 Mpumalanga Province	57
Table 3.4: Schools ranked according to specific pass rate intervals: 2001	58
Table 3.5: Level of assistance from the department in Mpumalanga	63
Table 5.1: Biographical information of participants	87
Table 5.2: Leading and managing (appendix C)	