

Organizational Management Practices in Private Secondary Schools and Institutional Performance Outcomes: Basis for Performance Framework

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Abstract

This study examined the organizational management practices and institutional performance outcomes of private secondary schools and determined the relationship between these variables. Specifically, the study assessed organizational management practices across strategic leadership and governance, human resource management, financial management, instructional management, and organizational culture and climate. It also evaluated institutional performance outcomes in terms of student academic achievement, stakeholder satisfaction, operational efficiency, and institutional reputation and competitiveness. Using a quantitative descriptive-correlational research design, data were collected from 200 respondents, comprising school administrators, teachers, and non-teaching personnel from selected private secondary schools. Descriptive statistics, Pearson Product-Moment Correlation, and Multiple Regression Analysis were employed to analyze the data. Findings revealed that both organizational management practices and institutional performance outcomes were generally at a moderate level. Correlation analysis showed a significant positive relationship between organizational management practices and institutional performance outcomes ($r = 0.26$, $p = .05$). Multiple regression analysis further revealed that leadership and governance and organizational culture and climate significantly predicted institutional performance outcomes, whereas human resource management, financial management, and instructional management did not significantly predict performance outcomes. Based on the findings, the Leadership-Culture Driven Institutional Performance Framework was developed to enhance institutional effectiveness by strengthening leadership, fostering a positive organizational culture, and implementing continuous improvement mechanisms. The framework aims to improve academic achievement, stakeholder satisfaction, operational efficiency, and institutional competitiveness among private secondary schools.

Keywords: Organizational management practices, Institutional performance outcomes, Leadership and governance, Organizational culture and climate, Private secondary schools,

